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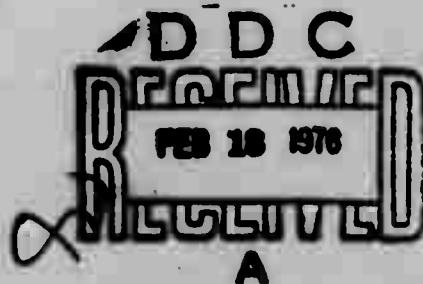
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CONSULTING REPORT

**THE DEVELOPMENT OF INFORMATION TO
AID IN THE CURRICULUM REVISION OF THE
RANGER COURSE-U.S. ARMY INFANTRY SCHOOL**

by

Theodore R. Powers, Fred K. Cleary,
and Clarence J. Bushaw

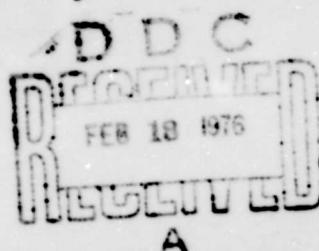
May 1972

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HumRRO Division No. 4
Fort Benning, Georgia



FOREWORD

This report discusses research that was accomplished by the Human Resources Research Organization (HumRRO) Division No. 4 located at Fort Benning, Georgia. The objective of the research was to develop information that would aid the Office of the Director of Instruction, Systems Engineering Branch, U.S. Army Infantry School (USAIS) in the revision of the Program of Instruction of the Ranger Department - USAIS.

The Director of HumRRO Division No. 4 is Dr. T.O. Jacobs. The HumRRO research team consisted of Theodore R. Powers, Fred K. Cleary, and Clarence J. Bushaw. Military support consisting of SP5 Wayne Carpenter, SP5 Thomas Neirhofer, and SP4 James Tripp was provided by the U.S. Army Infantry Human Research Unit. This Unit is currently commanded by LTC Willys E. Davis although during the initial stages of the project it was commanded by LTC Chester L. Christie.

The USAIS Project Officer was CPT Richard Hale, Office of the Director of Instruction. The authors' wish to express their appreciation to CPT Hale for the very valuable information and direction he supplied to the research team throughout the project.

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INTRODUCTION AND SUMMARY

This report describes a research project that was accomplished by HMRRO to aid in the revision of the Ranger Course, USAIS. Three types of research instruments were used to gather information.

One type of questionnaire was developed to determine the current utilization of Ranger Course graduates in CONUS maneuver battalions. This questionnaire was mailed to 19 maneuver battalions and the required information was compiled at battalion level. The significant findings of this questionnaire included:

1. There are relatively few Ranger graduates currently serving in CONUS maneuver battalions.
2. Ranger graduates are usually assigned to "Leader" type positions.
3. Ranger "knowledges and skills" are not thought of as being unique.
4. Battalion Commanders recognize the strengths of Ranger Course graduates in specific subject areas (e.g., Patrolling, Land Navigation), but also feel that graduates are not as strong in some other areas where a superior proficiency might have been expected (e.g., Leadership).
5. Battalion Commanders have some very definite preferences in regard to the usefulness of Ranger Course graduates, their contribution of the accomplishment of the mission, and their ability to conduct unique training utilizing these graduates. All of these findings are discussed in Section I of the report.

A second questionnaire was prepared to determine the attitudes and general orientation of key personnel serving in the three currently existing Ranger Companies. This questionnaire was completed at Company level and the general findings included:

1. The identification of specific mission characteristics (type of environment, type of operation, patrol distance, patrol duration, etc.) for which Ranger Companies are preparing.
2. The usual types of insertion and extraction methods utilized.

3. Attitudes concerning airborne operations.
4. Attitudes concerning kinds of equipment that should be carried on patrols.
5. Information as to the usefulness to job incumbent of particular subjects taught during the Ranger Course.

The third type of data collection instrument concerned the development of detailed job-oriented Task Inventories for a number of job (MOS's) specified in the Ranger Company Table of Organization and Equipment. These inventories were filled out by job incumbents in the Ranger Companies and the general results were:

1. The identification of which Tasks were of above average, average, and below average importance to the job incumbent.
2. The identification of the number of job incumbents performing the Tasks.
3. A mathematical ranking of Tasks from most important to least important.

Since these three data collection instruments investigated three separate areas, the detailed results of each will be discussed separately in this report. Section 1 will discuss the utilization of Ranger Course graduates by CONUS maneuver battalions, Section 2 will discuss the attitudes and general orientation of key Ranger Company personnel and Section 3 will present and discuss the Task Inventories as completed by job incumbents.

THE DEVELOPMENT OF INFORMATION TO
AID IN THE CURRICULUM REVISION OF THE
RANGER COURSE-U.S. ARMY INFANTRY SCHOOL

SECTION I

An Analysis of the Utilization of Ranger Course Graduates by CONUS Maneuver Battalions

At the request of the USAIS (see DF by DI dated 29 December 1971), HumRRO Division No. 4 conducted research that will aid the Systems Engineering Section in revising the Program of Instruction of the Ranger Department, USAIS. This research was conducted in several concurrent phases, and this section of the report will discuss only that phase that is concerned with collecting information on the utilization of Ranger Course graduates by CONUS combat maneuver battalions.

To gather the necessary information, a questionnaire was developed and mailed to 19 CONUS battalions. Their location, types of battalions, and numbers of questionnaires sent and returned are shown in Figure 1 below.

Figure 1

<u>Location</u>	<u>Type of Battalion</u>	<u>Number Sent</u>	<u>Number Returned</u>	<u>Percent Returned</u>
Ft. Bragg	Airborne	9	6	67%
Ft. Riley	Infantry	1	1	100%
Ft. Riley	Mechanized Infantry	3	3	100%
Ft. Carson	Mechanized Infantry	6	3	50%
		19	13	68%

In the section that follows, each question contained in the questionnaire will be presented along with the responses from the 13 battalion commanders. Further, a number of observations will be made about the responses. Finally, a summary will be presented that highlights the use of Ranger Course graduates in today's CONUS maneuver battalions.

Part I

1. Current Mission of the Battalion - Table 1 lists the current missions of the battalions as described by the battalion commanders. There seems to be a typical mix of missions ranging from training, to support, to combat orientation.
2. Personal Data of Battalion Commander - The personal data of the battalion commander is shown in Table 2. All military descriptors (Rank, Length in Service, Time in Grade, etc.) appear to be routine and closely match those obtained by Work Unit CAMBCOM about two years ago.

Of interest to this survey is the fact that 50% of the battalion commanders are Ranger Course graduates. This is an ideal mix of background for assessing possible bias and in the discussion of several subsequent questions certain answers will be directly related to this factor. The fact that all battalion commanders are airborne graduates is probably to be expected.

The sources of commission factor is interesting only in that the CAMBCOM results showed that 55% of the then battalion commanders were either USMA or ROTC graduates while 34% were OCS graduates. In the present survey, USMA and ROTC comprise 83% of all commanders with a corresponding decrease in OCS graduates to only 8%. However, due to the relatively small sample size of this survey in comparison to CAMBCOM (88 battalions versus 12) this finding may not accurately reflect the sources of commission for current battalion commanders.

The combat experience of the commanders is probably as expected as are the combat assignments (see Table 3). The fact that all commanders saw duty in Vietnam probably reflects on the 12-month rotational assignment policy in use in that area.

Table 1

Current Mission of the BattalionFrequency

2	Train All (unit of choice)
1	Per. TO&E
1	Prepare for National Guard support
1	Develop Mechanized Vehicle Confidence and Obstacle Course
2	Maintain TO&E Equipment
1	Conduct Small Unit individual training
1	Lead Bn ARF
1	ROTC Summer Camp Support
1	Unit of Choice Recruitment
4	Close with the enemy and by fire and maneuver destroy or capture him or repel enemy assault by fire, close contact, and counter attack
1	The Battalion is presently at approximately 30% strength of authorized Enlisted men and the primary missions are limited cadre training and maintenance of TO&E equipment
1	To close with, engage, and destroy the enemy by airborne assault and ground maneuver in close combat
1	To be continually prepared for short notice global deployment and be capable of immediate combat effectiveness upon arrival
1	To train and maintain this Bn's mission is to maintain a posture of constant readiness for any eventuality

Table 2

Personal Data On Battalion Commander. N = 12

a. Rank LTC - 100%

b. Length of Service 17 years 8 months. - Range H = 26 yrs
L = 14 yrs 9 mos.

c. Time in grade 3 years 3 mon.'s. - Range H = 6 yrs
L = 11 mos.

d. Time in present assignment 6 months 2 weeks. - H = 17 mos.
L = 1 mo.

e. Branch (In, Ar, At) In - 100%

f. Primary MOS 71542 - 58.3%; 1542 - 25.0%; 1560 - 8.3%; 31542 - 8.3%

g. Duty MOS 71542 - 41.7%; 1542 - 25.0%; 1560 - 33.3%

h. Ranger Course Graduate: Yes 50% No 50%

i. Airborne Course Graduate: Yes 100% No 0%

j. Source of Commission (check):

8.3% OCS

58.3% ROTC

25% USMA

0% N.G.

8.3% Direct

0% Battlefield

Table 2 (cont'd)

k. Combat Experience (in months):

16.4 RVN

0 Lebanon

1.25 Dominican Republic

2.1 Korea

0 European Theater

1.0 Pacific Theater

Table 3

Combat Assignments

Frequency

4	Company Commander
5	Bn S-3
1	Bn S-4
1	Bde S-4
1	Assistant Army Attaché (Laos)
1	RVN Airborne Bn Advisor
2	RVN Ranger Advisor
1	Corps G-2
1	Senior Regimental Advisor
2	District and Regimental Senior Advisor
1	Platoon Leader
1	Advisor
1	Squad Leader
1	Bde S-3
1	Division G-3 (OPS)
1	Assistant G-3
1	Bde XO
1	Division G-1

Part II

1. Number of Ranger Course graduates now assigned to the Battalion.

The average number of Ranger Course graduates and the total number for each rank is shown in Table 4. The most remarkable observation that can be made from this table is that there are relatively few officers and extremely few enlisted men who are Ranger qualified and serving in these battalions. These graduates are found at the LT and CPT level in the officer category and at the E5 and E6 level in the enlisted ranks.

2. The specific positions held by these men are shown in Table 5.

For the officers it can be seen that most graduates are in either leader or important staff officer assignments. For the enlisted men most assignments are also leader-oriented. Both of these findings are to be expected since one purpose of the Ranger Course is to give extensive practice in leadership-type roles.

3. Does the battalion have an SOP for assigning Ranger Course graduates?

The results indicate that 15% used an SOP while 85% replied they did not. This is a very significant finding in that it implies that, for whatever reason, battalions do not feel that SOP's are required. This may be due to the fact that battalions receive so few graduates they are able to process them without an SOP or they may feel that the graduates do not require any special processing. This point will be discussed later.

4. If the answer to Question 3 (above) is YES, what is the SOP?

Only two write-ins were given by the respondents on this question. They are:

"All are in troop assignments (all cadre)."

"Insure each company has an equitable number of Ranger Course Graduates."

5. If the answer to Question 3 (above) is YES, how does the Battalion determine that a newly assigned individual is a Ranger Course Graduate?

The results of this question are shown in Table 6. One observation here is that apparently the assigning headquarters rarely makes specific mention that a person is a Ranger Course graduate. However, as indicated in the responses, various ways including direct observations of the uniform, are used by the battalions to determine this information.

Table 4

Number of Ranger Course Graduates by Rank

Rank	Totals (13 Battalions)	Average Per Battalion
LTC	7	.50
MAJ	6	.50
CPT	47	4
LT	<u>141</u>	<u>11</u>
	201	15 officers
E9	2	.2
E8	6	.5
E7	6	.5
E6	16	.2
E5	30	2.3
E4	1	.1
E1-E3	<u>0</u>	<u>0</u>
	61	5 enlisted men

Table 5

Positions in the Battalion Now Occupied by Ranger Course Graduates

<u>Position</u>	<u>Duty MOS</u>	<u>No. Assigned</u>
Battalion Commander	1542	4
Battalion Commander	71542	3
Bn S-1	72110	3
Bn S-1	2110	1
Bn Assistant S-1	2110	1
Bn Assistant S-1	71542	1
Bn S-2	79301	3
Bn S-3	2162	2
Bn S-3	2163	2
Bn S-3	72162	3
Bn Assistant S-3	52163	1
Bn Assistant S-3	2162	3
Bn Assistant S-3	2163	1
Bn Staff Officer	1542	1
Bn Staff Officer	2110	1
Bn Staff Officer	4010	1
Bn XO	1542	1
Bn Assistant S-4	4010	1
Bn S-4	74014	2
Bn 13 Air	71542	1
Bn S-3 Air	72163	1
Bn XO	71542	2
Bn Commo. Officer	70205	1
Company Commander	1542	4
Company Commander	1560	6
Company Commander	71542	7
HHC Commandant	72900	1
Bn LNO	71542	2

Table 5 (Cont'd)

<u>Position</u>	<u>Duty MOS</u>	<u>No. Assigned</u>
Bn S-5	72180	1
Bn Motor Officer	0600	2
Property Books Officer	74010	1
Company XO	1542	6
Company XO	71542	9
Company XO	1560	5
Platoon Leader	1542	14
Platoon Leader	1560	23
Platoon Leader	71542	66
S&T Platoon Leader	74010	1
S&T Platoon Leader	74200	1
HHC Commandant	2900	1
HQCO. CO	71542	1
Comm. Officer	70505	1
Support Platoon Leader	74200	1
Motor Officer	761	1
Scout Platoon	1204	1
Motor Platoon	1543	1
Sgt. Major	002	1
Sgt. Major	0024B	1
Platoon Sgt.	96B	1
Platoon Sgt.	11C40	1
Platoon Sgt.	11BP	4
Medical Platoon Sgt.	91B4P	1
First Sgt.	11G4P	1
First Sgt.	11G5P	4
Weapons Platoon Sgt.	-----	1
Intelligence Sgt.	11F4P	1
Platoon Sgt.	11C4P	1
Mortar Section Leader	11C4P	1

Table 5 (Cont'd)

<u>Position</u>	<u>Duty MOS</u>	<u>No. Assigned</u>
Antitank Sgt.	11H4P	1
Squad Leader	11B4P	17
Squad Leader	11B40	1
Squad Leader	11B	1
Recon Section Leader	11B4P	1
Operations Sgt.	11F5P	1
CBR NCO	54E4P	1
Recon Ass. Squad Leader	11D40	1
Recon Squad Leader	11D40	1
Ass. Squad Leader	11F4P	1
Team Leader	11B4P	14
Fire Team Leader	11B4P	1

Table 6

How Do Battalions Determine That Newly
Assigned Personnel Are Ranger Graduates

<u>Percent</u>	<u>Method</u>
8%	The assigning headquarters provides this information.
30%	Records of incoming personnel are checked specifically for this purpose.
25%	This is included in the initial interview of each incoming individual.
15%	Incoming personnel complete a questionnaire which includes this information.
22%	Each incoming individual's uniform is checked to see if he is wearing the Ranger tab.

6. Should any of the duty positions in the Battalion require that the incumbent be a Ranger Course Graduate?

Yes 60% No 40%

These results indicate that although the majority feel that there are specific positions that should require Ranger Graduates, a significant portion of the respondents (40%) do not feel that there is a requirement in this area. This view will be further commented on in answers to Questions 7 and 14.

7. If the answer to Question 6 is Yes, please indicate, in order of priority, the positions that should require Ranger Course Graduates.

Table 7 indicates the positions that respondents believe should be held by Ranger Course graduates. For officers, the combat leader and collectors of intelligence are thought of as requiring personnel having Ranger knowledges and skills. For enlisted men, relatively few positions are suggested and none of these with any significant frequency. This lack of support for Ranger Graduates occupying enlisted leader positions may reflect the relative infrequent occurrence of Rangers in these positions or it may actually reflect a belief that Ranger Graduates are not required extensively in the enlisted leader positions.

8. Please indicate how the "Ranger Knowledges and Skills" of Ranger Course Graduates occupying the positions listed below have contributed to the accomplishment of the Battalion's mission.

The results of this question are shown in Table 8. One observation that can be made is that only in the "Members of Scout Section" and "Platoon Leaders" positions do more than half the respondents indicate that the contribution was significant. In the enlisted positions, 50% and 40% respectively indicate that the contribution for "Members of Rifle Squads" and "Platoon Sergeants" are insignificant. There are many interpretations and observations that can be made on the data contained in this table but considering the answers given to the previous question (Question 7), it would seem that the contribution made by Ranger Course Graduates does not seem to be as great as perhaps would have been expected.

About 58% of the respondents gave written comments to Question 8 and these are listed verbatim in Table 9. Again, there seems to be a very wide range of opinions as to the value of the Ranger Course Graduate and these extreme ranges are illustrated by comments No. 5 and No. 7 in Table 9. It should be noted that in both cases the respondents were themselves Ranger Course Graduates.

Table 7

Positions That Should Require Ranger Graduates

<u>Position</u>	<u>MOS</u>	<u>Frequency</u>
Rifle Platoon Leader	1560	3
Bn S-2	59301	2
Battalion Commander	1542	1
Bn S-3	1542	1
Bn S-3	2162	1
Company Commander	1542	1
Platoon Leader	1542	3
Recon Platoon Leader	1204	1
Recon Platoon Leader	1560	1
Recon Platoon Leader	71542	2
Scout Platoon Leader	1204	1
Platoon Sgt.	11B-C-D	2
Recon Platoon Sgt.	11B4P	2
Squad Leader	11B-C-D	
Rifle Squad Leader	11B60	1
Scout Squad Leader	11D40	1

Table 8

Contribution of Ranger Course Graduates Occupying Listed
Positions To Accomplishment Of Mission

<u>Position</u>	<u>Contribution</u>		
	<u>Significant</u>	<u>Moderate</u>	<u>Insignificant</u>
Members of rifle squads	12	38	50
Members of scout sections	56	22	22
Fire team leaders	30	50	20
Squad leaders	50	30	20
Platoon sergeants	50	10	40
Platoon leaders	55	45	0
Company grade officers (generally)	50	50	0

Table 9

Comments On Question Eight

- (1) Feels that he has too few NCO's to assess their value; desires at least one NCO per platoon; and, states that officers excel in their leadership traits.
- (2) Principle significance is greater confidence, awareness, and proficiency of military skills.
- (3) Generally insignificant except at the platoon leader level due to the low number of enlisted Ranger graduates. If more were available, they would certainly be utilized in key positions.
- (4) The present mission of the battalion does not require any Ranger skills. The normal mission of the scout platoon leader could use Ranger skills; however, it does not require these skills.
- (5) There is no school which I know of which better prepares the junior leaders for their job.
- (6) I believe the Ranger knowledges and skills to be the wrong vehicle for evaluating the contribution to the unit of a Ranger qualified soldier. The knowledges and skills gained through course attendance are individual assets that the battalion may draw on from time to time, either in specialized training requirements or exceptional mission needs. However, the true value of this individual comes from an intangible, a "can do" attitude that many gain from the course and are able to relay to their subordinates. To say that a Ranger is needed in a specific assignment is not something that I agree with, but, I wouldn't hesitate to send a soldier through the course and accept him back with a better appreciation of his own capabilities and limitations. Through this improved self-confidence he becomes a more able small-unit leader.
- (7) This is a mechanized battalion. Ranger skills are not really that important. Besides building confidence, I have never felt that the course benefits anyone that much.

9. Are there any mission related major additional duties to which Ranger Course Graduates are normally assigned in preference to non-Ranger qualified individuals?

Yes 46% No 54%

10. If the answer to Question 9, above, is Yes, please list these tasks.

The comments on Question 10 are shown in Table 10. It is believed that this question did not elicit the type of information that was desired as most of the tasks listed could be categorized as training or training related. It is suggested that this particular area is mildly sensitive and probably only a personal interview could identify the required information.

11. Does the availability of Ranger Course Graduates permit the Battalion to engage in any activities that otherwise might not be possible?

Yes 15% No 85%

This finding is rather interesting as it would indicate that battalion commanders feel that Ranger Course Graduates do not bring to the battalion any significant body of information that is not already there. If this is the case, then it must be considered that the Ranger Course requires the practice of the "usual" knowledges and skills but at a higher level of proficiency than is usually required.

12. If the answer to Question 11, above, is Yes, please list these activities.

Only four comments were given to these questions and these are shown in Table 11. Again, none of the suggested activities are significantly unique as all could be accomplished by a typical maneuver battalion.

13. Please indicate preference, if any, for instructors in these subject areas.

The responses to this question are shown in Table 12. The following observations can be made. First, it is apparent that the Ranger graduate acquires a degree of proficiency in Land Navigation and Patrolling that manifests itself in his performance in subsequent assignments.

Second, it is apparent that the Ranger Course Graduate acquires relatively less proficiency in the Delivery of Indirect and Aerial Fire Support, Individual Weapons, Crew-Served Weapons, Communications, Sensors, Mines and Boobytraps, and to some extent Demolitions. The results in the latter area are surprising since it is suggested that these are all areas in which one would assume that a Ranger graduate has an appreciable degree of proficiency.

Table 10

Tasks Comment On Question 10

Frequency

- | | |
|---|---|
| 1 | The burden of the training is on the Ranger Graduates. They have a majority of the Battalion's tasks. |
| 2 | Land Navigation |
| 3 | Patrolling |
| 1 | E & E |
| 1 | ROTC Support (Rappelling, Water Confidence, Obstacle Confidence Course) |
| 1 | Scout Activities |
| 1 | LRFP |
| 1 | SE & E Training |
| 1 | Graders for Squad and Platoon Competition |
| 1 | Mountain Training - Repelling |
| 1 | Survival Training |

Table 11

Activities

Frequency

1	Recon Training
1	E & E
1	Helicopter Rappel
1	Recondo Training for ROTC Cadets During Summer Training

Table 12

<u>Subject Area</u>	<u>Preferences</u>	<u>Prefer Ranger</u>	<u>Prefer Non-Ranger</u>	<u>No Preference</u>
Land Navigation		<u>70%</u>	<u>0%</u>	<u>30%</u>
Delivery of Indirect and Aerial Fire Support		<u>15%</u>	<u>0%</u>	<u>85%</u>
Guard Duty		<u>5%</u>	<u>0%</u>	<u>94%</u>
Tracking		<u>60%</u>	<u>0%</u>	<u>40%</u>
Individual Weapons		<u>15%</u>	<u>0%</u>	<u>85%</u>
Crew-Served Weapons		<u>25%</u>	<u>0%</u>	<u>75%</u>
Close Order Drill		<u>0%</u>	<u>0%</u>	<u>100%</u>
Camouflage, Cover, and Concealment		<u>50%</u>	<u>0%</u>	<u>50%</u>
Patrolling		<u>100%</u>	<u>0%</u>	<u>0%</u>
Leadership		<u>42%</u>	<u>0%</u>	<u>58%</u>
Intelligence		<u>35%</u>	<u>7%</u>	<u>58%</u>
Communications		<u>19%</u>	<u>7%</u>	<u>74%</u>
Sensors		<u>19%</u>	<u>7%</u>	<u>74%</u>
Combat First Aid		<u>8%</u>	<u>7%</u>	<u>85%</u>
Mines and Booby-traps		<u>15%</u>	<u>0%</u>	<u>85%</u>
Demolitions		<u>25%</u>	<u>0%</u>	<u>75%</u>

The final observation involves the areas of Camouflage, Cover, and Concealment, Leadership, and Intelligence. Although the proficiency in these areas is apparently greater than for the group just discussed, it is nevertheless somewhat less than that which the course proports to impart. This is particularly true in the area of Leadership, since it is Leadership-type situations which make up a large part of the instructional context. This particular finding would seem to be quite significant and have several implications for curriculum revision.

14. Please indicate whether the overall effectiveness of the units listed below would be improved, not affected, or reduced if all members of these units were required to be Ranger Course Graduates?

The answers to these questions are shown in Table 13. These results would seem to indicate that for Scout and Rifle Platoons there is almost unanimous support for having all members of the groups be Ranger qualified. When these responses are compared with those of Questions 2 and 6 it can be noted that having just the leaders be Ranger qualified did not gain significant support. Thus, there would seem to be wide acceptance that the impact of the Ranger Course would be increased if the followers, as well as the leaders, were Ranger trained.

15. What do you believe is the overall impact upon your battalion of Ranger Course Graduates?

The responses to this question are shown in Table 14. The major observation here is that there is no general agreement as to the impact supplied by Ranger graduate. However, a further analysis of the data gives some interesting insights. It was determined that 4 of the 5 battalion commanders who indicated that there was a "great contribution" made by Ranger Course Graduates were themselves Ranger graduates. On the other end of the scale, 3 of the 4 battalion commanders who indicated "no impact" upon combat readiness were not Ranger graduates. Thus, we see in the answers to this particular question a possible biasing effect where the Ranger Course Graduate views other graduates in a far different light than do personnel who have not attended the Ranger Course.

Table 13

<u>Unit</u>	<u>Overall Effectiveness</u>		
	<u>Improved</u>	<u>Not Affected</u>	<u>Reduced</u>
Scout Platoons	100%	0%	0%
Rifle Platoons	95%	5%	0%
Weapons or Mortar Platoons	30%	70%	

Table 14

Impact

Their presence greatly contributes to the combat readiness of the battalion	<u>38%</u>
Their presence is a moderate asset to the combat readiness of the battalion	<u>31%</u>
Their presence does not seem to have any impact upon the combat readiness of the battalion	<u>31%</u>
This battalion has so few Ranger Course Graduates that I cannot accurately assess their impact upon combat readiness	<u>0%</u>

GENERAL OBSERVATIONS

The results of this survey have indicated general agreement in some areas and wide disagreement in other areas. This identifies, then, a somewhat controversial program and perhaps one of the major observations should simply be that the Ranger Course and Ranger Course graduates are not viewed either in a completely positive or a completely negative light by CONUS maneuver battalion commanders.

The relatively few enlisted men who are Ranger Course graduates (see Table 4) is a very significant finding. This strongly indicates that the impact enlisted Ranger personnel have on a battalion would be rather minimal since there is such great dilution of their efforts. Although not a part of the curriculum revision effort, it would seem that if a greater impact would be made by enlisted Ranger personnel, then a great many more enlisted personnel would have to attend the Ranger Course and would then have to be assigned to the maneuver battalions.

Although it is obvious that Ranger Course graduates are assigned to appropriate positions within the battalion structure (see Table 5) it is also apparent that there is slightly more than majority support for requiring certain positions to be manned only by Ranger Course graduates (see Question 6). This would imply that although Ranger knowledges and skills are appropriately utilized, they are not thought of as being either unique or mandatory for selected positions.

This apparent non-uniqueness of Ranger knowledges and skills is also illustrated in the answers to Question 11. There, the vast majority of commanders indicated that the availability of Ranger Course graduates did not permit the Battalion to engage in any activities that otherwise might not be possible.

The instructor preferences shown in Table 12 directly address, on a general subject area level, the matter of curriculum revision. The two areas of Patrolling and Land Navigation, which are known to be significantly emphasized in the Ranger Course, are rated very high by battalion commanders. However, in some other areas, and perhaps the most significant of these is Leadership, Ranger Course graduates are not thought of as highly as would be expected. This would imply that this area should be looked at rather closely in the systems engineering of training.

Finally, an effort was made to assess the overall impact upon battalions of Ranger Course graduates. As previously discussed, this assessment is not clear-cut since (1) there are so few enlisted Ranger graduates that their effect might be minimal in any case, (2) a possible biasing effect may exist depending upon whether the battalion commander is a Ranger Course graduate or not, and (3) some comments have indicated that some types of battalions (e.g., Mechanized) cannot utilize Ranger knowledges and skills to as great a degree as other types of units. Nevertheless, it is judged that, for whatever reasons, the impact upon battalions by Ranger Course graduates is somewhat less than desired.

SECTION 2

An Analysis of the Opinions of U.S. Army Ranger Company Personnel

This research was conducted in several phases, and this section of the report will discuss only that phase that elicited the opinions of Ranger Company personnel on various topics.

To gather the necessary information, a questionnaire was developed and mailed to the three existing Ranger Companies. Returns were received from only Company A (Ranger) at Fort Hood, and Company B (Ranger) at Fort Carson.¹ Each company was asked to distribute this questionnaire to the following personnel:

All Officers

First Sergeant

Operations Sergeant

All Patrol Platoon Sergeants

All Patrol (Team) Leaders

A total of twenty-six questionnaires were received from Fort Hood and twenty-eight from Fort Carson. The average background of the respondents, broken out by officer and enlisted men, together with some descriptive data about these personnel is contained in Table 15 (officers) and Table 16 (enlisted men).

¹Material consisting of 18 questionnaires and 44 Task Inventories were received from the Alaska Ranger Company approximately five weeks after the Section 2 data analysis was completed. It was not possible to update the Section 2 data with the questionnaire results. However, it was possible to include the Alaska Task Inventories in the results discussed in Section 3.

Table 15

OFFICER PERSONNEL

1. Rank: 2nd LT = 50% 1st LT = 36% CPT = 14.9%
2. Length of Service 3 years 4 months. Range 18 years 1 month - 8 months.
3. Time in grade 1 year 5 months. Range 5 years 3 months - 3 months.
4. Present duty position Plt. Ldr. - 50%, C.O. - 13%, Oper. Off. - 13%
Asst. S-3 - 13%, X.O. - 6%, Comm. Off. - 6%.
5. Time in present duty position 4.53 months.
6. Duty MOS 71542 = Freq - 10, 77%, 70205 = Freq - 2, 15%, 72162 = Freq 1,
8%.
7. Time in last duty assignment 5 months. Range 10 months - 2 months.
8. Ranger Course Graduate: Yes 86% No 14%
9. Airborne Course Graduate: Yes 100% No 0%
10. Combat Experience (in months):

24 months RVN
0 Lebanon
0 Dominican Republic
0 Korea
0 European Theater
0 Pacific Theater

11. Combat Assignments (Co Comdr, Plt Ldr, Plt Sgt, Patrol Ldr, Sqd Ldr, etc.):
Plt Leader - 20% Adjutant - 10%
Bn Sr Advisor - 10% R.O. Cadre - 10%
Co Comdr - 10% PRU Advisor - 10%
X.O. - 10% Civilian Contract - 10%

Table 16

ENLISTED PERSONNEL

1. Rank: E5 15%, E6 60%, E7 22.5%, E8 2.5%
2. Length of Service 10 years 0 months. Range 21 years 6 months - 1 year 2 months
3. Time in grade 3 years 3 months. Range 5 years 8 months - 4 months
4. Present duty position Plt Sgt 18%, Team Ldr 41%, Patrol Ldr 18%, Opn Sgt 6%, 1st Sgt 6%, Recon Team Ldr 6%, Asst. Team Ld. 6%
5. Time in present duty position 11 months. Range 48 months - 0.5 months
6. Duty MOS: 11A4V - 50% 11F4Y - 5% 11F4Z - 3%
 11A4P - 15% 11B4V - 5% 11F4P - 3%
 11A4S - 5% 62N4P - 3% 11F4S - 3%
 11G4V - 5% 05C4P - 3% 11CUV - 3%
7. Time in last duty assignment 15.6 months. Range 56 months - 1 month
8. Ranger Course Graduate: Yes 48% No 52%
9. Airborne Course Graduate: Yes 100% No 0%
10. Combat Experience (in months):
 23 RVN
 3 Lebanon
 5 Dominican Republic
 9 Korea
 3 European Theater
 0 Pacific Theater
11. Combat Assignments (Co'Comdr, Plt Ldr, Plt Sgt, Patrol Ldr, Sqd Ldr, etc.):
 Sqd. Ldr - 19% Light Wpns Advisor - 2% Intel Sgt 1% UNSP Advisor 1%
 Plt. Sgt - 21% Team Leader - 5% Comm Sgt 1% CBR NCO 1%
 Plt. Ldr - 11% Oper Sgt - 3% Training NCO for Canadian Army 1% FDC Computer 1%
 1st Sgt - 3% Section Ldr - 2% Air Opnr NCO 1% RVN 1%

Table 16 (Cont'd)

Patrol Ldr - 16% Forward Observer - 2% District Wpons & Intel Advisor 1%

Radio Opr - 2% LRP's - 2% A-Team S-2 1%

PART I

1. Types of Operations.

- a. Listed below are five (5) of the general types of operations an Airborne Infantry Ranger Company might conduct, either in training exercises or in actual combat. Please rank these types of operations, 1-5, according to the frequency with which you feel your company will conduct these types of operations during the next three (3) years. Place the number 1 in the space by the type of operations you feel your company will conduct most frequently; the number 2 in the space by the second most frequent type of operations, etc., until you have ranked all five (5) types of operations.

Average
Rank

- 1 Operations against conventional forces that use vehicles, weapons, and equipment comparable to our own.
- 4 Operations against conventional forces that use vehicles, weapons, and equipment that are superior to our own.
- 3 Operations against conventional forces that use vehicles, weapons, and equipment that are inferior to our own.
- 2 Counterguerrilla-type operations.
- 5 Civic action-type operations.

- b. List other types of operations (if any) that you feel your company is likely to conduct, in training exercises or in actual combat, during the next three (3) years. (Do not list CLASSIFIED types of operations.)

<u>Other Operations:</u>	<u>Frequency</u>
Recon Operations	7
Ambushes	4
Hunter and Killer	4
Long Range Recon	3
Damage Assessment	1
Target Acquisition	1

<u>Other Operations:</u>	<u>Frequency</u>
Surveillance Operations	2
Raids	4
Intelligence Gathering	1
CBR Monitoring	1
Joint Operations With Navy and Air Force	1
Riot Control in Local Environment	1
Ranger Training	1
Support of ROTC in Ranger Training	1
Reforger-Type Missions	3
Stay Behind	2
Boat	1
Airborne	1
Survival or Search for Downed or Highjacked Aircraft	1
Civic Action	1
Instruction Operations for National Guard and Reserve	1
Behind the Lines Operations by Infiltration	1
Operations in a Foreign Country	1
Attached to a Foreign Army	1
Long Range Penetration Mission	1
Small Combat Patrols	2
C-P-X Exercises	1

Other Operations:Frequency

LZ and DZ Training

1

Desert, Mountain, and Arctic operations

1

Interdiction Missions

1

Comments on Question 1 - Types of Operations

The answers given to both Questions 1a and 1b tend to indicate that engagement against conventional forces seems to be the current focus of training. Many of the answers given to Question 1b are specific missions, and not general operations, and thus, could be conducted in any kind of operational environment. The fact that Counterguerrilla-type operations is ranked number 1 indicates that the RVN experience is still an important factor in determining our training policies.

2. Types of Missions. Listed below are eight (8) of the types of missions that might be assigned to an Airborne Infantry Ranger Company. For the type of operations you indicated (in Item 1, above) you feel your company will conduct most frequently, please indicate how frequently you feel your company will be assigned each type of mission.

Type of Mission	Very Often	Sometime	Rarely	Never
Target Acquisition	48%	42%	8%	2%
Route Surveillance	74%	24%	2%	0%
Surveillance of Specific Targets	88%	8%	4%	0%
Reconnaissance of Specific Area	90%	8%	2%	0%
Raid	29%	40%	25%	6%
Tactical Damage Assessment	22%	42%	32%	4%
Prisoner Snatch	16%	43%	37%	4%
CBR Monitoring	16%	43%	37%	4%

Comments on Question 2 - Types of Specific Missions

The results of Question 2 tend to be rather complex and are probably subject to many interpretations. However, it would seem that such things as Route Surveillance, Surveillance of Specific Targets, and Reconnaissance of Specific Areas are all frequently conducted missions. On the other hand, Tactical Damage Assessment, Prisoner Snatches, and CBR Monitoring are all conducted much less often although all types of listed missions are conducted on some occasions. This clear differentiation in the types of missions that Ranger Companies are currently conducting, should have significant implications for the types of missions conducted in the Ranger Course.

3. Areas of Operation. Listed below are four of the terrain/climatic areas in which an Airborne Infantry Ranger Company might operate. Please rank these areas according to the degree to which your company is (or will be) prepared to operate in these areas during the next three (3) years. Place the number 1 in the space by the area for which your company is (or will be) most prepared; the number 2 in the space by the area for which your company is (or will be) second most prepared, etc. If you feel that your company is (or will be) equally prepared for all four of the areas, simply place an X in the space by "all of the above."

Rank

- 1 Mountain
3 Desert
4 Arctic-Subarctic
2 Jungle
39% All of the above

Comments on Question 3 - Areas of Operation

The results of Question 3 indicated that about 40% of the responding personnel believe that their units are prepared to operate in most types of environments or at least will be prepared within three years. The other 60% of the respondents indicated that Mountain-type terrain would be the primary focus of their training. Along with the answers given to Questions 1a and 1b, it would seem that the thrust of current Ranger Company training is directed towards the European-type environment against conventional forces. This is probably to be expected but the results should have implications for the type of exercises conducted in the Ranger Course.

4. Patrol Movement Distance. Listed below are four (4) of the types of missions that may be assigned to an Airborne Infantry Ranger Company and three (3) numbered phases specifying average distances a patrol might move in one day. Please indicate the average distance you believe a patrol of your company would move, in one day, on each of the missions listed, when operating in the area for which the company is most prepared. Place the number 1, 2, or 3 in the space by each type of mission.

<u>MISSION</u>	<u>DISTANCE PHRASE</u>
2 Target Acquisition	1. Less than 1,000 meters
Tie-2-3 Route Surveillance	2. From 1,000 to 5,000 meters
2 Surveillance of Specific Area or Target	3. More than 5,000 meters
3 Reconnaissance of Specific Area	

Comments on Question 4 - Patrol Movement Distance

The results of Question 4 indicate that for most type of missions a daily movement distance from 1,000 to 5,000 meters is anticipated. This is a rather commonly given distance as previous HumRRO research, conducted on a world-wide basis for the Small Independent Action Force Project, found exactly this same result. This finding has great significance for patrol planning as one of the difficulties HumRRO identified in other types of training was that the travel distance required for training purposes greatly exceeded the operational requirement. Although this excess distance could be rationalized as serving a physical conditioning purpose, it nevertheless may have a negative training value in other areas such as Land Navigation.

5. Patrol Length of Stay. Listed below are seven (7) of the types of missions that may be assigned to an Airborne Infantry Ranger Company and five (5) numbered phases specifying the average number of days (time between insertion and extraction) that a patrol might stay in the field. Please indicate the average time you believe a patrol of your company would stay in the field, on each of the missions listed, when operating in the area for which the company is most prepared. Place the number 1, 2, or 3 in the space by each type of mission.

<u>MISSION</u>	<u>LENGTH OF STAY</u>
<u>3</u> Target Acquisition	1. One day or less
<u>3</u> Route Surveillance	2. One to three days
<u>3</u> Surveillance of Specific Area or Target (point)	3. Three to five days
<u>3</u> Reconnaissance of Specific Area	4. Six to ten days
<u>1</u> Tactical Damage Assessment	5. More than ten days
<u>2</u> Prisoner Snatch	
<u>1</u> CBR Monitoring	

Comments on Question 5 - Duration of Patrol

The answers to Question 5 clearly indicate that for most patrols a duration of 3 to 5 days is contemplated. A few patrols having very specific missions (e.g., Prisoner Snatch) are thought of as requiring a shorter length of time. Again, this data matches the previous HumRRO research on Small Independent Action Forces and indicates the validity of the current study. The significance of the patrol duration is of course closely tied to the supply/resupply situation and this question will be further discussed in the comments on Questions 6a and 6b.

6. Length of Effective Operation. Please indicate the maximum number of days that you feel a patrol can operate effectively in the field:

a. Without resupply:

- 8% One to three days
- 60% Three to five days
- 24% Six to eight days
- 3% Eight to ten days
- 5% More than ten days

b. With resupply:

- 0% One to three days
3% Three to five days
8% Five to eight days
30% Eight to ten days
59% More than ten days

Comments on Question 6a - 6b - Length of Effective Operation

The responses to Questions 6a and 6b seem to be straightforward. Without resupply about 68% of the respondents believe that a patrol duration would be limited to five days. With resupply 89% of the respondents believe that the patrol could operate more than eight days. Between six and eight days there seem to be varying opinions as to the effective capability of the patrol with or without resupply. HumRRO research which has collected data on small team operations in various wars and various types of environments tends to support the theory that without resupply a small team is limited to about five days of effective operations. With resupply the duration is greatly increased but the extent of increase is determined by factors such as the physical condition of the team, the type of operational environment, and the type of enemy that occupies the area. Although some British and Australian SAS teams operated in a jungle environment for up to 30 continuous days, interviews have indicated that these were exceptional forces and that even with resupply, 15 continuous days without contact with friendly forces is probably nearing the upper limits of operational effectiveness for most small teams.

7. Methods of Resupply. Listed below are six (6) of the methods by which Airborne Infantry Ranger Company patrols may be resupplied during conduct of a mission. Please indicate, in order 1-3, the three (3) methods most commonly used in your company. Place the number 1 in the space by the resupply method your company uses most frequently; the number 2 in the space by the second most frequently used method, etc. Use each number only once and rank only three (3) of the methods.

Rank

- 3 Parachute drop
- 2 Free drop
- 4 Live off the land
- 5 Prepositioned supplies (caches)
- 1 Helicopter landed
- 6 Buy from natives of area

Comments on Question 7 - Methods of Resupply

The comments on Question 7 indicate that the most preferred method of resupply was Helicopter landed. Although Free Drop, Parachute Drop, Live off the Land, and Prepositioned Supplies are ranked 2 through 5 inclusive, it should be noted that the raw data these rankings were derived from indicate that there is no practical difference in opinions among these four particular methods of resupply. The resupply method of Buy From Natives is ranked 6, and last, but in fact no respondent indicated that this was a method now in use. These results are to be expected since they clearly identify the primary resupply methods that were developed in RVN.

8. Methods of Insertion. Listed below are nine (9) of the methods by which patrols of an Airborne Infantry Ranger Company may be inserted into an area. Please indicate, in order 1-3, the three (3) methods you prefer. Place the number 1 in the space by the method you prefer most; the number 2 in the space by the method you prefer second, etc. Use each number only once and rank only three (3) of the methods.

Rank

- 3 Infiltration on foot
- 1 Stay behind
- 2 Helicopter delivery (landing)
- 2 Parachute delivery (HALO jump)
- 2 Parachute delivery (static line jump)
- 2 Wheeled vehicle
- 4 Tracked vehicle
- 4 Water vehicle
- 2 Helicopter rappel

Comments on Question 8 - Methods of Insertion

The results of Question 8 are in the expected direction. The most preferred method of insertion is the Stay Behind and FM 31-18 lists this as one of the most secure methods. The various methods of helicopter and parachute delivery were tied as the second most preferred method. Infiltration on foot is next preferred probably because of the restricted distances that can be utilized using this method. The least preferred methods are tracked vehicles, probably because of their noise, and water vehicles, probably due to their rather infrequent use by U.S. Army forces.

9. Parachute Insertion. For some types of missions, insertion by parachute may be preferred. In the spaces below, describe one or more types of missions (up to three) for which you would prefer insertion by parachute over other methods.

Type Aircraft	Type of Mission	Distance Inserted	Reason For Preference
Helicopter	Target acquisition, area recon, surveillance	50-100 miles	Night drop is faster, more deceiving, can get closer
Helicopter	Night insertion	50 miles	(I don't have one)
Helicopter	Recon	5 miles	Faster
UHID	Civic Action	Any	Time, objective, men needed
Rotary Wing	Sabotage	Un-limited	Possible to be inserted at night undetected, necessary supplies can be dropped simultaneously
UHID or CH47	LRRP-type missions	40-50 kl.	Clandestine when used at night
UHD or CH47	LuRp-type missions prisoner snatch raids	40-50 kl.	No need for multiple lifts in inserting small teams in a small, remote area inaccessible to air-landing operations
Helicopter	Halo, all types of missions; static line nightly only	5-10 kl.	Extreme amount of range plus short suspense for completion of mission

Type Aircraft	Type of Mission	Distance Inserted	Reason For Preference
Helicopter (or C141)	Tactical damage assessment	5-10 kl.	Speediness with less emphasis on security
UH1-H	Recon	2-3 kl.	Get people close to objective get behind the lines easier
Helicopter	Area recon	20-250 miles	Quick and practical for insertion behind enemy lines
UH1-H	Pathfinder for LZ setup	5-100 miles	Quick and surprise insertion
C-7A	Prisoner snatch	500 miles	Quiet, fast
C-7A	Search and destroy	150 miles	Quiet, fast
C-7A	Recon	300 miles	Quick and fast
C-7A	POW snatch	500 miles	Fast
C-7A	Search and destroy	150 miles	Quick and fast
C-7A	Area recon	300 miles	Quick and fast
C-7A	Search and destroy	150 miles	Quick and fast
C-7A	Target acquisition	Depends on location	Fastest means
C-7A	Area or target		Fastest means
C-7A	POW snatch	500 miles	Very fast
C-7A	Search and destroy	150 miles	Get there, do your thing, and get out
C-7A	Area recon and point ambush	0-300 miles	Distance, time, weight of equipment
C-7A	Raid	0-300 miles	Distance, time, weight of equipment
C-130	Recon	10-250 miles	Easier to be deceptive

Type Aircraft	Type of Mission	Distance Inserted	Reason For Preference
C-130	Target acquisition	10-250 miles	Easier to be deceptive
C-130	Recon, enemy has only rear area troops and area is hilly	Excess of 200 miles	Recon team will be very fresh, limits interception by enemy
C-130	Damage assessment	300 miles	Requires little movement
C-130	Behind line mission	50-500 miles	With night insertion, less chance of compromise
C-130	Looking for targets	5 km.	Fast delivery, quiet, and accurate
C-130	Area recon	3 km.	Fast delivery, quiet, and accurate
C-130	Snatch	10-50 m.	Doesn't alert enemy, planes altitude and route hard to follow
C-130	Raid	5 km.	Fast, quiet, and accurate
C-130	Raid	3000 meters	Fast, deceptive, and less aircraft needed
C-130	Target acquisition	0-300 km.	Distance and time
C-130	Tactical damage assessment	close as possible	Less tiring, surprise
C-130	Search and destroy	150 miles	Faster
C-130	POW snatch	500 miles	Quiet and fast
C-130	Recon	300 miles	Quick, quiet, and observe the AO
C-141	Prisoner snatch	250 miles	Fast means to target area
C-141	Raid	250 miles	Fast means to target area

Type Aircraft	Type of Mission	Distance Inserted	Reason For Preference
C-141	Target acquisition	250 miles	Fast means to target area
C-141	Strike force	500 miles	Quick means for delivering soldier for surprise or night delivery
C-141	Deep enemy raid	0-300 km.	Less chance of detection
C-141	Target acquisition	Any distance	Less chance of detection
C-141	Area recon or raid	Unlimited	Less chance of detection swift
C-141	Long range	15 miles	To help from mission
C-141	Night patrol, long range	Over 60 m.	Fast, hard to detect
C-141	Night recon	50 miles	Difficult to detect
C-141	Insertion behind enemy lines	5 miles	Hard to detect, quick for small team using halo shock effect
C-141	Shock mission	Not definite	Shock effect
C-123	Behind enemy lines	100 miles	Aircraft available
C-123	Raids	2-3 km.	Get people out quickly and reposition them
C-123	POW snatch	1 km.	In quick
AIC	Recon	Over 1000 m.	Surprise
AIC	Secure and bring back men or equipment	Over 1000 m.	Only method of getting there
SA 16 AIC	Destruction of strategic target	500 m.	Distance, speed, friendly assistance
L-20	Raid, secure airfield	50-100 m.	

Type Aircraft	Type of Mission	Distance Inserted	Reason For Preference
Fixed-Wing	Raid	No limit	Undetected night insertion
Any	Insertion of troops in unaccessible area	Any	Insertion of troops into areas unaccessible to A/C or vehicle
Any	POW snatch	Unlimited	Undetected night insertion, necessary supplies dropped simultaneously
High Performance	Raids and ambushes	Varies	Quickest way to objective
-----	Area recon	300 miles	Quick and quiet
-----	Point recon	20-250 miles	-----
C-47, C-111, C-130, C-141, UHID	Civic action and action against conventional forces	Any	Fastest means, number of men needed

Comments on Question 9 - Parachute Insertion

The write-ins on this question by Ranger personnel were so wide-ranging and diverse that no attempt was made to consolidate them. One fact that can be noted is that most of the suggested distances (40-300 miles) are tactical in nature and a strategic "reach" is not contemplated, at least by personnel in the Ranger Companies. On the other hand, some personnel suggested very short insertion distances (e.g., 2-5 k.) which might best be handled by some other insertion method. Both of observations would lead one to believe that the matter of parachute insertion is a controversial area and one in which the Ranger Company Doctrine is not clearly established.

10. Extraction Methods.

- a. Please list the methods of extraction normally used by your company, in order (1, 2, 3, etc.) of frequency with which each method is used.

- 1 - Helicopter
- 2 - Wheeled Vehicle
- 3 - Walk Out

b. What method of extraction does your company most frequently use to extract a patrol that was inserted by parachute?

- 1 - Helicopter
- 2 - Wheeled Vehicle
- 3 - Walk Out

c. Does your company ever use, or have plans for using, special or unusual methods and explain the circumstances in which each would be used?

No - 60%

McGuire Rig - 22%

Various Techniques - 18%

Comments on Question 10a, b, c - Method of Insertion

The results of Questions 10a and b clearly indicate that the helicopter is the primary means of extraction whatever the method of insertion. A rather large number of personnel (60%) report that no special extraction methods are used by their units, but for those reporting a method, the McGuire rig was the one most frequently mentioned. It should be noted that in suggesting helicopter extraction after parachute insertion, Ranger Company personnel are implying a restricted insertion distance due to the limited flying range of the helicopter. Using fixed-wing aircraft for parachute insertion at normal fixed-wing flying distances may put the teams out of reach of helicopter extraction. This may be an area in which the training procedures do not simulate the operational requirement.

11. SOP Items of Equipment. Please list the items of equipment that you believe should be carried by every patrol, regardless of size or mission (e.g., a minimum of two pairs of wire cutters, a minimum of one grenade launcher, a minimum of two compasses, etc.).

<u>Items</u>	<u>Frequency</u>	<u>Items</u>	<u>Frequency</u>
<u>Radio</u>	32	<u>Rations</u>	5
<u>Compass</u>	32	<u>M60</u>	5
<u>First Aid Kit</u>	21	<u>Camouflage Stick</u>	4
<u>Signal Mirror</u>	20	<u>Sling Rope</u>	4
<u>Signal Panels</u>	20	<u>Poncho</u>	4
<u>Flashlight</u>	18	<u>CS Grenades</u>	4
<u>M203 Grenade Launcher</u>	18	<u>White Phosphorous Grenades</u>	4
<u>Grenades, Frag</u>	17	<u>VRK 68</u>	4
<u>Grenades, Smoke</u>	17	<u>Socks</u>	4
<u>Strobe Light</u>	16	<u>Starlight Scope</u>	4
<u>Map</u>	15	<u>Friction Tape</u>	3
<u>Ammo Pouches w/Ammo</u>	13	<u>Rappelling Gloves</u>	3
<u>Rope</u>	13	<u>Foot Powder</u>	3
<u>MIGAL</u>	13	<u>Sleeping Bag</u>	3
<u>Claymores</u>	12	<u>Gearbox</u>	3
<u>Snap Link</u>	10	<u>Insect Repellent</u>	3
<u>Canteens</u>	9	<u>Load Bearing Equipment</u>	3
<u>Wire Cutters</u>	8	<u>Weapons Cleaning Equipment</u>	2
<u>Rucksack</u>	8	<u> </u>	2
<u>Knife</u>	8	<u>Paracord</u>	2
<u>Flare Kit, Signal</u>	7	<u>Change of Clothes</u>	2

<u>Items</u>	<u>Frequency</u>	<u>Items</u>	<u>Frequency</u>
<u>Extra Batteries</u>	6	<u>Machete</u>	2
<u>Pencils</u>	6	<u>Emergency Extension Antenna</u>	2
<u>Protector Mask</u>	6	<u>L-B-E</u>	2
<u>Pen Gun Flares</u>	6	<u>Toilet Articles</u>	2
<u>Binoculars</u>	5	<u>VMR/17</u>	2
<u>Purification Tablets</u>	5	<u>Talso</u>	2
<u>Message Books (SOI)</u>	5	<u>Protractors</u>	1
<u>Writing Pads</u>	5	<u>Demo with Tools</u>	1
<u>Air Mattress</u>	1		
<u>TRC-77</u>	1		
<u>Survival Kit</u>	1		
<u>15 Sec. Delay Fuse</u>	1		
<u>Im 93g</u>	1		
<u>Blasting Caps</u>	1		
<u>Watch</u>	1		
<u>Boots</u>	1		
<u>Trip Flares</u>	1		
<u>.22 Cal. w/Silver</u>	1		
<u>Swiss Seat</u>	1		
<u>Penlight</u>	1		
<u>Car 15</u>	1		
<u>Waterproof Bags</u>	1		
<u>Signal Flags</u>	1		
<u>Moleskin Bandage</u>	1		

Items	Frequency	Items	Frequency
<u>LAWS</u>	1		
<u>Incendiary Grenade</u>	1		
<u>Crimpers</u>	1		
<u>Poncho Liner</u>	1		
<u>Metascopes</u>	1		
<u>TRK-77</u>	1		
<u>Star Clusters</u>	1		
<u>Intrusion Sensory Devices</u>	1		

PART II

This part of the questionnaire was completed only by Ranger Course graduates. Of the 31 respondents, 14 of them were stationed at Fort Hood while 17 of them were stationed at Fort Carson.

PART II

1. Do you feel that the training you received in the Ranger Course provided you the knowledges and skills necessary for you to:

- a. Function as a patrol member? Yes 100% No 0%
b. Function as a patrol leader? Yes 100% No 0%
c. Instruct non-Ranger personnel in the techniques of patrolling? Yes 97% No 3%

Remarks by Ranger Company Personnel

1. I feel that more emphasis should be placed on long-range recon by the Ranger Department. Since all existing Ranger Companies have the mission of L.R.R., I find that the Ranger School Graduates are not tactically prepared for this mission.
2. "Excellent."
3. The course teaches an individual how to conduct a patrol properly but not how to teach these techniques.
4. There is more training needed in Ranger School on 5-man team Ranger missions.
5. One must continually practice and instruct these skills to stay proficient.
6. Ranger School laid down good foundation for small-unit tactics and Ranger-type patrolling operations.
7. Provided knowledge and confidence to act decisively and prepare others for Ranger-type activity.
8. Only relevant training prior to departure for Vietnam. Best course for small-unit leader. Retention is achieved through reference to appropriate FM's.
9. All of the above with proper preparation and the last two with practical exercise.
10. Ranger is trained to perform his mission with optimal performance with men and vehicles provided.

11. More emphasis on training for combat missions.
12. In order to instruct non-Rangers, a course in MOI should be given to each Ranger.

Comments on Question 1 - Ranger Course Training

All respondents answered "Yes" to part a and b of this question ostensibly signifying that all felt that the training they received in the Ranger Course provided them the knowledges and skills necessary for them to function as patrol members or as patrol leaders. However, a number of the respondents added remarks which tended to qualify, although only slightly, their appraisal of the efficiency of the Ranger Course. The general thrust of the comments was that there is insufficient emphasis on long-range reconnaissance patrol missions, or combat patrol missions, and on deployment of patrols in the configurations in which Ranger Company patrols most commonly are deployed. It must also be considered that the respondents would not be likely to answer "No" to a question which, in substance, asks whether they can do that which they demonstrated, in the Ranger Course, that they could do. The responses to these questions, in toto, appear to indicate that the Ranger Course provides graduates all of the knowledges and skills necessary for "routine" patrolling, but would be improved by greater orientation toward the tactics and techniques commonly employed by Ranger Company patrols.

Ninety-seven percent (97%) of the respondents answered "Yes" to part c of this question. Since most of the respondents were NCOs, it is reasonable to expect that most would be able to instruct competently, not only in patrolling, but in many other subjects. The heart of the matter is that how to teach patrolling, as distinguished from how to conduct "Ranger-type" training, is not a purpose of the Ranger Course. The possible implication for the Ranger Course is that the distinction could be made and more emphasis placed on the "how" of conducting Ranger-type training.

2. Which phase of the Ranger Course was the most beneficial to you?
(Please rank 1, 2, 3)

Average
Rank

		Ranking		
		1st	2nd	3rd
2.2	Benning Phase	28%	15%	57%
1.7	Mountain Phase	36%	40%	24%
1.7	Florida Phase	36%	45%	19%

Comments on Question 2 - Ranger Course

The Mountain and Florida Phase each were ranked number 1 by 36% of the respondents and the Benning Phase number 1 by 28% of the respondents (the distribution of responses is shown above). The reasons for these rankings are not given, but would appear to be as follows:

The Benning Phase is largely a physical conditioning phase which consists of a great deal of hard grueling physical exertion. In addition, the phase presents relatively little subject matter that is outside the students' previous experiences (although the tempo and manner of presentation is different). On the other hand, the Mountain and Florida Phases do present new subject matter, are conducted in environments that are new to most of the students, and are conducted within a system designed to encourage strong student effort. As such, they are inherently interesting and challenging. Essentially, the student sees these two phases as providing what he came to the Ranger Course to get. This finding would seem to imply that the Benning Phase of the Ranger Course should be examined rather closely.

3. Do you feel that a two-week "Desert Training Phase" should be added to the Ranger Course?

Yes 94% No 6%

Comments on Question 3 - Desert Training

Ninety-four percent (94%) of the respondents answered "Yes" to this question. In the absence of more information, the only conclusion to be drawn is that the overwhelming majority probably would feel that any new and different training that is "Ranger-related" would be a desirable addition to the Ranger Course. Implication for the Ranger Course is that the feasibility of adding such a phase is worthy of further study.

4. Would attendance at such a phase be beneficial to you in your present duty position?

Yes 88% No 12%

Comments on Question 4 - Desert Training

Eighty-eight percent (88%) of the respondents answered "Yes" to this question. Although the training received in a "Desert Training Phase" may be presumed to enhance the overall capabilities of all personnel, the absence of specific information makes impossible the drawing of any conclusions as to why the phase would be beneficial, specifically, to the incumbent of any particular duty position.

5. Listed below are some of the subjects that are included in the Ranger Course. Please indicate how often you have used the knowledges and skills that were developed by the training you received in these subjects.

<u>Benning Phase</u>	<u>Often</u>	<u>Sometimes</u>	<u>Rarely</u>	<u>Never</u>
Fire Support	55%	29%	6%	10%
Demolitions	12%	50%	28%	9%
Map Reading/Land Navigation	97%	3%	0%	0%
Aircraft Support	66%	28%	3%	3%
Troop-Leading Procedures	91%	6%	3%	0%
Patrolling	94%	3%	0%	3%
Operation of Patrol Radios	88%	9%	3%	0%
Machinegun Mechanical Training	22%	41%	25%	12%
Physical Training/Combatives	67%	16%	12%	3%

Mountain Phase

Ranger Company Operations	60%	19%	6%	6%
Patrol Communications	81%	16%	3%	0%
Military Mountaineering	38%	21%	28%	3%
Military Rock Climbing	22%	25%	31%	22%
Recon Patrolling	88%	9%	0%	3%
Raids	35%	41%	28%	6%
Ambushes	53%	25%	19%	3%
Long-Range Reconnaissance Patrol	69%	22%	3%	6%

<u>Florida Phase</u>	<u>Often</u>	<u>Sometimes</u>	<u>Rarely</u>	<u>Never</u>
Individual Techniques	74%	10%	10%	6%
Platoon-Size Search and Attack	41%	25%	25%	9%
Air Operations	66%	31%	0%	3%
Water Operations	16%	34%	31%	19%
Squad, Platoon, Company Counterguerrilla Operations	44%	28%	19%	9%

Comments on Question 5 - Ranger Subjects

The responses to the subjects listed above show that the knowledges and skills encompassed by these subjects are used quite extensively by most of the respondents. For example, 50% or more of the respondents used 21 of the 23 subjects often - sometimes, 80% or more used 13 of the subjects often - sometimes. It may be concluded that most of the subjects shown are vital to performance of Ranger Course graduates in assignments in Ranger Companies. This suggests the need for a detailed study of all of the subjects in the Ranger Course Curriculum, with a view toward more specific orientation of the course to utilization of the training by those graduates who will be assigned to Ranger Companies.

6. Do you feel that all members of an Airborne Infantry Ranger Company need to be Ranger Course graduates?

Yes 75% No 25%

7. If your answer to 6, above, was No, please list, by duty position, those members who do not need to be Ranger Course graduates?

<u>Position</u>	<u>Frequency</u>
Clerks	5
Cooks	5
Motor Pool	3
Supply Personnel	3
Drivers	2

<u>Position</u>	<u>Frequency</u>
RTO's	1
Generator Mechanics	1
Commo	1
Medical	1
E4's and Below	1
Ammo Section	1

Comments on Questions 6 and 7 - Qualification

Seventy-five percent (75%) of the respondents answered "Yes" to Question 6. This leads to the conclusion that most of them probably did not actually evaluate each duty position for the need for the incumbent to be a Ranger Course graduate. A second possibility is that these respondents feel that all members of the company should be qualified to perform as non-specialist members of patrol platoons. A third possibility is that they feel that the maintenance of morale and spirit demands that all be Rangers. There are no apparent implications for the Ranger Course.

The duty positions which 25% of the respondents feel do not require Ranger Course graduates are shown above. The sampling is too small for meaningful analysis but could provide the starting point for an in-depth study aimed at determining whether all members should be Ranger Course graduates. However, such a determination would not be specifically within the purview of the Ranger Course Curriculum revision.

SECTION 3

Development of Task Inventories

This section of the report will discuss the 12 Task Inventories that were developed during the course of the research. These inventories, which were developed by utilizing the results of previous HUMRRO research together with the information contained in Field Manuals, Military Occupational Speciality (MOS) Manuals, and MOS Tests were subjected to various types of data analysis depending upon the number of job incumbents responding to a particular inventory. The different MOS's (jobs) and the number returned from each Ranger Company is shown below.

MOS (Job)	Ranger Company Fort Hood	Ranger Company Fort Carson	Ranger Company Alaska	Total
1010 Communications Platoon Leader	1	1	1	3
1542 Unit CO	0	1	1	2
1542 Patrol Platoon Leader	2	1	3	6
2162 Operation Officer	0	1	1	2
95B	9	5	5	19
11B	32	22	28	82
11F	8	12	3	23
'C	1	1	1	3
616	3	1	1	5

Additional task inventories were prepared for MOS numbers 61F, 96B, and 98B. However, no Ranger Company returned any completed forms for these particular MOS's and thus no analysis could be accomplished upon them. The inventories themselves are included at the end of this report for reference purposes.

The following five Task Inventories (OoB, 11B, 11F, 91B and 1542) were analyzed by adapting a method of job analysis originally developed by the U.S. Air Force.¹ This method of analysis requires at least five respondents, and for this reason, none of the other MOS's that were investigated were subjected to this particular type of analysis.

On the following pages are listed the five Task Inventories each one arranged in descending order from most important to least important. It can be seen that there are four columns of figures. The figures in the first column indicate the percent of job incumbents who actually accomplish the task (at any time). The second column indicates the percent that the task is a "part of the position" for each subject responding. The third column reports this same factor for all subjects and the last column on the right indicates a cumulative percentage of the "part of the position."

This last column can have great significance for the curriculum designer. If, for example, he wishes a program of instruction to teach "half" the required tasks (due to time limitations), then he simply goes down the right-hand column until he reaches 50% and he can establish his cut-off point at this juncture. Although the implementation of cut-off point selection is an easy matter, the decision of just where to establish a cut-off point is rather difficult. No mechanical means currently exists for this decision although most curriculum builders take into account the (1) total amount of curriculum time available, (2) the total number of tasks making up an inventory, (3) the complexity of the higher ranked tasks, and (4) the distribution of tasks (e.g., are there numerous tasks each having a small "part of the position" percentage or are there several tasks encompassing large percentages?). In any case, this type of analysis clearly spells out to the curriculum builder the "most important" and "least important" elements involved in a job and this type of information becomes a basic step in the systems engineering of training.

¹ For a detailed discussion of this type of data analysis, see HumRRO Technical Report "The Identification of the Knowledge and Skills and an Investigation of Thought Processes of the Battalion Commander and His Principal Staff Officers" by Major R. L. Evans and Arnold J. DeLuca, HumRRO Division No. 4, Fort Benning, Georgia, October 1963.

Company Aidman
Airborne Infantry Ranger Company

MOS 91B

N=5

Rank	Task	Percent Performing	Members Performing		
			Percent Time	All Percent Time	Cumula- tive Percent
1	Performs emergency procedures either in the field or at the first aid station	100	4.23	4.23	4.23
2	Administers drugs to relieve pain, prevent infection, or treat shock	100	3.67	3.67	7.90
3	Operates emergency resuscitative equipment	100	3.45	3.45	11.35
4	Assists medical officer or nurse in care and treatment of patients	80	4.19	3.36	14.71
5	Gives emergency treatment to burn casualties	100	3.34	3.34	18.04
6	Gives emergency treatment for snake, animal, and insect bites	100	3.28	3.28	21.32
7	Screens out sick call patients with minor ailments and administers medication or treatment for these conditions	100	3.28	3.28	24.60
8	Administers emergency medical treatment independently to battlefield casualties	100	3.17	3.17	27.77
9	Evacuates casualties	100	2.95	2.95	30.72
10	Sets up equipment and administers required medicines	100	2.93	2.93	33.65
11	Dispenses medications for minor injuries and ailments	100	2.80	2.80	36.45

Rank	Task	Percent Performing	Members Performing	All Percent Time	Cumulative Percent
12	Takes and records blood pressure and other vital signs	100	2.69	2.69	39.13
13	Gives emergency treatment for heat and cold injuries	100	2.60	2.60	41.74
14	Prepares casualties for field evacuation	80	3.07	2.45	44.19
15	Requisitions medical supplies	100	2.42	2.42	46.61
16	Collects and labels specimens	60	3.94	2.36	48.97
17	Records medical complaints	80	2.94	2.35	51.33
18	Gives emergency treatment to CBR casualties	80	2.91	2.33	53.66
19	Examines patient to determine extent of injury or nature of illness	100	2.29	2.29	55.95
20	Carries, directs, or ushers patients to sheltered area or treatment facility	100	2.27	2.27	58.22
21	Determines evacuation priority and need for evacuation	80	2.80	2.24	60.46
22	Administers immunizations	100	2.22	2.22	62.68
23	Participates in sanitary inspection of field units	80	2.63	2.11	64.79
24	Gives general mouth, hand, ear, eye, foot, throat, and nose care	100	2.04	2.04	66.83
25	Advises Commander on all medical matters	60	3.40	2.04	68.87
26	Assists in conducting sick call	80	2.33	1.87	70.74
27	Prepares dressing litters and improvised litters	100	1.86	1.86	72.59

Rank	Task	Percent Performing	Members Performing	All Percent Time	Cumulative Percent
28	Stays with and observes select patients	80	2.20	1.76	74.36
29	Requests medevac helicopters	60	2.68	1.61	75.97
30	Performs user maintenance on assigned equipment	60	2.65	1.59	77.56
31	Reads and utilizes information appearing on a map	60	2.60	1.56	79.12
32	Assists in developing preventive medicine program	80	1.88	1.50	80.62
33	Uses the compass and natural aids to determine direction	60	2.45	1.47	82.09
34	Supervises water handling and purification	80	1.83	1.47	83.56
35	Reads and utilizes information appearing on aerial photographs and maps	60	2.31	1.39	84.94
36	Supervises sanitary inspection of food, food service, and food handlers	60	2.25	1.35	86.29
37	Supervises conversion of military vehicles to casualty carriers.	60	2.11	1.26	87.56
38	Supervises in pitching and striking tentage in field medical facilities	60	2.11	1.26	88.82
39	Treats casualties during evacuation	60	2.09	1.25	90.07
40	Performs duties essential to complete patient hygiene	40	2.91	1.16	91.23
41	Carries out medical asepsis as instructed	40	2.91	1.16	92.40
42	Assists or conducts physical examinations	60	1.93	1.16	93.56

<u>Rank</u>	<u>Task</u>	<u>Percent Performing</u>	<u>Members Performing</u>	<u>All Percent Time</u>	<u>Cumulative Percent</u>
43	Advises or assists in supervising use of insecticides for control of disease-bearing insects	80	1.28	1.03	94.58
44	Constructs and employs improvised raft to transport casualties over water	60	1.67	1.00	95.58
45	Maintains maintenance records	60	1.65	0.99	96.58
46	Assists in selecting sites for treatment facilities, planning operations order, and supervising movement and setting up of medical unit	40	1.83	0.73	
47	Cares for prosthetic appliances and applies or assists patients in applying them	40	1.53	0.61	97.92
48	Reviews, consolidates, and prepares technical, personnel, and administrative reports	40	1.41	0.56	99.05
49	Assembles and operates tent stove as required with different fuels	40	1.41	0.56	99.05
50	Plans and organizes work schedules	20	2.38	0.48	99.52
51	Drives ambulance	20	2.38	0.48	100.00

**Senior Radio Operator
Airborne Infantry Ranger Company**

MOS 05B

N=18

Rank	Task	Percent Performing	Members Performing Percent Time	All Percent Time	Cumulative Percent
1	Erects antennas	94.44	4.39	4.15	4.15
2	Test operates equipment	88.89	4.10	3.65	7.80
3	Participates in operations	88.89	3.90	3.47	11.27
4	Cleans radio equipment	88.89	3.78	3.36	14.62
5	Transmits and receives messages	88.89	3.51	3.12	17.74
6	Checks operational logs	77.78	3.90	3.03	20.78
7	Operates radio equipment in tactical radio communications net	88.89	3.35	2.97	23.75
8	Sets up field radio communications equipment	83.33	3.37	2.80	26.56
9	Receives CW	88.89	3.15	2.80	29.35
10	Applies anti-jamming procedures	83.33	3.36	2.80	32.15
11	Connects equipment components	88.89	3.12	2.77	34.92
12	Uses authentication system	83.33	3.23	2.69	37.63
13	Transmits CW	83.33	3.23	2.69	40.32
14	Enters station into net	83.33	3.22	2.68	43.00
15	Makes minor adjustments to equipment	88.89	3.01	2.68	45.68
16	Supervises performance of communications personnel	72.22	3.67	2.65	48.34

<u>Rank</u>	<u>Task</u>	<u>Percent Performing</u>	<u>Members Performing</u>	<u>All Percent Time</u>	<u>Cumula-tive Percent</u>
17	Records message numbers	77.78	3.05	2.37	50.71
18	Processes messages	77.78	3.01	2.34	53.05
19	Corrects faulty work practices	77.78	2.96	2.30	55.35
20	Transcribes Morse Code into clear text	83.33	2.70	2.25	57.60
21	Makes frequency adjustments on field radio equipment	66.67	3.34	2.23	59.82
22	Checks maintenance schedules	77.78	2.53	1.97	61.79
23	Replaces minor parts on equipment	77.78	2.50	1.95	63.74
24	Instructs subordinates on proper procedures	72.22	2.69	1.94	65.68
25	Posts station logs	72.22	2.60	1.88	67.56
26	Prepares work schedules	66.67	2.82	1.88	69.44
27	Supervises installation of equipment	72.22	2.55	1.84	71.28
28	Performs preventative maintenance on light wheel vehicles	61.11	2.75	1.68	72.97
29	Keeps platoon leader abreast of current situation in platoon	72.22	2.11	1.52	74.49
30	Prepares reports	61.11	2.48	1.52	76.01
31	Selects tentative base station sites	66.67	2.27	1.51	77.52
32	Advises CO on communication procedures and requirements	61.11	2.33	1.42	78.94
33	Performs organizational maintenance of equipment	61.11	2.30	1.41	80.35

Rank	Task	Members Performing		All Percent Time	Cumula- tive Percent
		Percent Performing	Percent Time		
34	Inspects personnel and equipment, notes discrepancies, and initiates corrective action	55.56	2.52	1.40	81.75
35	Files log sheets in station file	61.11	2.21	1.35	83.10
36	Inspects station files	55.56	2.43	1.35	84.45
37	Indoctrinates replacements	61.11	2.16	1.32	85.77
38	Checks adequacy of repair parts, batteries, and equipment for operation of base sites	61.11	2.13	1.30	87.07
39	Requests supplies	61.11	2.10	1.28	88.35
40	Installs power generator	66.67	1.85	1.23	89.58
41	Prepares maintenance records	66.67	1.85	1.23	90.81
42	Selects personnel for operational missions	55.56	2.10	1.16	91.98
43	Inspects communication personnel and equipment prior to participation in air landed/airborne operations	50.00	2.32	1.16	93.14
44	Assumes control of communication platoon during absence of platoon leader	55.56	2.07	1.15	94.29
45	Selects positions for vehicles and equipment	66.67	1.72	1.15	95.44
46	Supervises organizational maintenance	55.56	1.99	1.10	96.54
47	Prepares training program	55.56	1.97	1.09	97.63
48	Conducts reconnaissance of tentative base station sites	55.56	1.86	1.03	98.66

Rank	Task	Percent Performing	Members Performing		All Percent Time	Cumula- tive Percent
			Percent	Time		
49	Advises commander on personnel and welfare matters	55.56	1.29	.72	99.38	
50	Issues field orders to subordinate communication leaders	44.44	1.19	.53	99.91	
51	Forms platoon for formation	50.00	1.04	.52	100.43	

Platoon Leader, Patrol Platoon
Airborne Infantry Ranger Company

MOS 71542

N=6

Rank	Task	Percent Performing	Members Performing	All Percent Time	Cumulative Percent
1	Selects patrols to accomplish missions assigned to the platoon	100	12.89	12.89	12.89
2	Issues warning orders to patrol leaders	100	11.55	11.55	24.44
3	Prepares operations orders for issue to patrol leaders	100	11.26	11.26	35.70
4	Issues operations orders to patrol leaders	100	10.68	10.68	46.38
5	Monitors operations of patrols	100	10.41	10.41	56.80
6	Develops concepts of operations for missions to be accomplished by patrols	100	9.67	9.67	66.46
7	Insures effectuation of coordination with units in whose areas patrols are to operate	100	8.35	8.35	74.82
8	Coordinates for support required by patrols	83.33	9.58	7.98	82.80
9	Assists patrol leaders in planning and preparing for operations	100	6.70	6.70	89.50
10	Serves as leaders on missions in which two or more patrols are combined to form a single operational force	83.33	6.89	5.74	95.24
11	Participates in the company commander's planning for the employment of platoons	50.00	9.52	4.76	100.00

Infantry Operations and Intelligence Specialist
Airborne Infantry Ranger Company

MOS 11F
N=23

Rank	Task	Percent Performing	Members Performing Percent Time	All Percent Time	Cumulative Percent
1	Safeguards classified information and material	95.65	2.04	1.95	1.95
2	Provides sections with pertinent information	91.30	1.85	1.69	3.65
3	Prepares strip maps, overlays, and sketches	86.95	1.86	1.62	5.27
4	Participates in airborne/air landed operations.	86.95	1.70	1.47	6.74
5	Coordinates operation actions throughout Company	82.60	1.72	1.42	8.16
6	Coordinates air request support within Company	86.95	1.57	1.37	9.53
7	Prepares and edits operation orders and plans	78.26	1.63	1.28	10.81
8	Interprets information posted on situation, operation, and planning maps	91.30	1.39	1.27	12.08
9	Maintains communication at all times with appropriate elements	86.95	1.44	1.25	13.33
10	Interprets map symbols and graphics	86.95	1.41	1.23	14.56
11	Organizes reconnaissance patrols	86.95	1.38	1.20	15.76
12	Maintains situation, operation, and planning maps	86.95	1.37	1.19	16.95
13	Provides data for use in developing intel estimates	95.65	1.24	1.18	18.13

<u>Rank</u>	<u>Task</u>	<u>Percent Performing</u>	<u>Members Performing</u>	<u>All Percent Time</u>	<u>Cumulative Percent</u>
14	Supervises dissemination of orders and requests for intelligence information	69.56	1.69	1.17	19.30
15	Submits requests for close air support	82.60	1.41	1.17	20.47
16	Briefs aircraft commander	91.30	1.28	1.17	21.64
17	Uses passive and active measures to avert or intercept enemy attempts to gain information	91.30	1.27	1.16	22.80
18	Obtains and purifies water from lakes and streams	86.95	1.28	1.12	24.00
19	Requests medevac for wounded patrol members	86.95	1.28	1.12	25.20
20	Operates radio telephone and field telephone equipment	86.95	1.27	1.11	26.31
21	Coordinates air transport requests	78.26	1.44	1.13	27.44
22	Prepares fragmentary and warning orders	82.60	1.35	1.11	28.55
23	Debriefs members of patrol	82.60	1.33	1.10	29.65
24	Submits situation reports as required	91.30	1.19	1.08	30.73
25	Briefs patrol members on mission requirements	82.60	1.31	1.08	31.81
26	Conducts reconnaissance (map, air, or ground) to confirm location of enemy installations, obstacles, or other items which could affect patrol planning	86.95	1.20	1.04	32.85
27	Prepares and edits standing operating procedures	86.95	1.19	1.04	33.89

Rank	Task	Percent Performing	Members Performing	All Percent Time	Cumulative Percent
28	Uses map and compass to guide patrol to objective areas	78.26	1.29	1.01	34.90
29	Plans airmobile operations	78.26	1.28	1.00	35.90
30	Plans supporting fires	82.60	1.20	.99	36.89
31	Briefs subordinates on Company policy and SOP	82.60	1.20	.99	37.88
32	Prepares a personal survival kit prior to engaging in extended operations in enemy territory	82.60	1.19	.98	38.86
33	Uses appropriate control measures and various tactical movements to complete patrol mission	78.26	1.24	.97	39.83
34	Administers combat first aid	78.26	1.22	.95	40.78
35	Inspects patrol members and their equipment prior to departing on patrol	78.26	1.21	.95	41.73
36	Uses rope installations to assist in the movement of personnel and equipment over obstacles and difficult terrain	86.95	1.10	.96	42.69
37	Plans for aerial resupply	86.95	1.09	.95	43.64
38	Supervises patrol activities in assembly and marshaling areas	78.26	1.17	.92	44.56
39	Conducts patrols as required	78.26	1.17	.92	45.48
40	Briefs patrol members on noise and light discipline	78.26	1.16	.90	46.38
41	Coordinates passage through friendly units	82.60	1.12	.93	47.31

<u>Rank</u>	<u>Task</u>	<u>Percent Performing</u>	<u>Members Performing Percent Time</u>	<u>All Percent Time</u>	<u>Cumulative Percent</u>
42	Supervises patrol teams preventative maintenance procedures	82.60	1.12	.92	48.23
43	Plans for occupation of patrol bases	82.60	1.10	.91	49.14
44	Applies immediate corrective action to eliminate stoppages in weapons and applies appropriate remedial action to eliminate problem	82.60	1.09	.90	50.04
45	Requests supplies	78.26	1.15	.90	50.94
46	Assigns individual duties to patrol members	78.26	1.15	.90	51.84
47	Assaults enemy positions as required	78.26	1.14	.89	52.73
48	Briefs patrol members on use of arm-and-hand signals and escape and evasion tactics	78.26	1.13	.89	53.62
49	Advises patrol headquarters on matters affecting efficiency of patrol team personnel	73.91	1.20	.89	54.51
50	Signals using field-expedient methods (e.g., mirror)	78.26	1.13	.88	55.39
51	Directs movement and deployment of patrol team	78.26	1.13	.88	56.27
52	Prepares rough map, sketches, or overlays	78.26	1.12	.88	57.15
53	Briefs patrol members on actions to take when contact with enemy is made	78.26	1.11	.87	58.02
54	Selects ambush sites	78.26	1.11	.87	58.89
55	Requests supporting fires	78.26	1.11	.87	59.76

Rank	Task	Percent Performing	Members Performing			Cumulative Percent
			Percent Time	All Percent	Time	
56	Formulates and disseminates orders and requests for intel information	86.95	.99	.86		60.62
57	Constructs and uses field-expedient flotation equipment to assist the crossing of small streams	78.26	1.09	.85		61.47
58	Trains members of patrol in prescribed methods for estimating ranges and directions	78.26	1.08	.85		62.32
59	Disassembles, assembles individual and Company crew-served weapons	82.60	1.02	.84		63.16
60	Plans, prepares, and executes patrol missions	73.91	1.14	.84		64.00
61	Selects primary and alternate patrol routes	73.91	1.13	.83		64.83
62	Maintains operations journals	78.26	1.07	.83		65.66
63	Obtains and prepares plants and animals as a source of food	78.26	1.06	.83		66.49
64	Selects drop zones for aerial resupply	78.26	1.06	.83		67.32
65	Engages enemy personnel and equipment with organic and supporting fires	78.26	1.06	.83		68.15
66	Checks camouflage of individual members	73.91	1.12	.83		68.89
67	Receives, routes, and distributes messages, action papers, and reports	73.91	1.11	.82		69.80
68	Selects landing zones for air-mobile operations	73.91	1.10	.81		70.61

Rank	Task	Percent Performing	Members Performing	All Percent Time	Cumulative Percent
69	Assists in the preparation and use of the collection plan	82.60	.98	.81	71.42
70	Controls fires of patrol members	73.91	1.09	.80	72.22
71	Assigns fields of fire	73.91	1.08	.80	73.02
72	Estimates ranges and directions	69.56	1.12	.78	73.80
73	Submits patrol reports	73.91	1.06	.78	74.58
74	Adjusts indirect and aerial supporting fires	73.91	1.06	.78	75.36
75	Maintains intel records	82.60	.94	.77	76.13
76	Consolidates patrol on objective areas	73.91	1.05	.77	76.90
77	Organizes and controls patrol team	73.91	1.04	.77	77.67
78	Trains patrol members in boobytrap and mine detection methods	73.91	1.03	.76	78.43
79	Builds temporary shelters using field-expedient materials	73.91	1.03	.76	79.19
80	Maintains intel journal	91.30	.84	.76	79.95
81	Procures and allocates training areas, training aids, and ammunition	78.26	.97	.76	80.71
82	Handles prisoners	78.26	.96	.75	81.46
83	Monitors and reports status of unit training	73.91	1.02	.75	82.21
84	Inspects patrol defensive positions	73.91	1.02	.75	82.96

Rank	Task	Percent Performing	Members Performing Percent Time	All Percent Time	Cumula- tive Percent
85	Conducts patrol rehearsals	73.91	1.01	.75	83.71
86	Briefs patrol members on evasion tactics to use during patrol	73.91	1.01	.74	84.45
87	Trains patrol members on use of battle drill and reorganization procedures	73.91	1.01	.74	85.19
88	Controls small arms fire in the defense	69.56	1.05	.73	85.92
89	Briefs patrol members on CBR protective measures	78.26	.89	.70	86.62
90	Composes and uses intelligence collection plan and worksheet	86.95	.80	.69	87.31
91	Conducts airmobile assaults	69.56	.99	.69	88.00
92	Maintains operational journal files	69.56	.98	.68	88.68
93	Supervises patrol members' use of demolitions	73.91	.90	.66	89.34
94	Plots patrol base defenses on maps, overlay, or by sketch	78.26	.84	.66	90.00
95	Controls defensive fires	69.56	.92	.64	90.92
96	Maintains file of command and spot reports	65.21	.98	.64	91.56
97	Prescribes patrol attack or defense procedures during daylight and periods of limited visibility	69.56	.91	.63	92.19
98	Processes intelligence information	82.60	.77	.63	92.82
99	Selects positions for emplacement of sensors	65.21	.95	.62	93.44

Rank	Task	Percent Performing	Members Performing	All Percent	Cumulative Percent
			Percent	Time	Time
100	Determines direction by field-expedient means (without a compass)	73.91	.82	.61	94.05
101	Builds fires without the aid of matches	69.56	.84	.58	94.63
102	Evaluates and rates information	73.91	.77	.57	95.20
103	Publishes intel reports	86.95	.65	.57	95.77
104	Records, evaluates, and interprets intel information	82.60	.68	.56	96.33
105	Assists in the planning of and supervises installation, marking, camouflage, recording and reporting and policing of protective defensive barriers	65.21	.84	.55	96.88
106	Prepares training tests	69.56	.75	.52	97.40
107	Maintains troop and station lists file	43.47	1.18	.51	97.91
108	Organizes base protective and supplementary defense, i.e., barb wire	73.91	.70	.51	98.42
109	Briefs patrol members on methods used to employ scout dogs with patrols	69.56	.69	.48	98.90
110	Screens prisoners of war	65.21	.62	.40	99.30
111	Screens line crossers	47.82	.78	.37	99.67
112	Segregates and screens refugees	43.47	.68	.29	99.96

**Light Weapons Infantryman
Airborne Infantry Ranger Company**

MOS 11B
N=75

Rank	Task	Percent Performing	Numbers		All Percent	Cumula- tive Percent
			Performing	Percent		
1	Participates in airborne/air landed operations	98.79	2.17	2.17	2.15	2.15
2	Prepares equipment for patrol mission	100.00	2.08	2.08	2.08	4.23
3	Ensures equipment is operable prior to executing on an operation	98.79	2.07	2.07	2.05	6.28
4	Assembles and disassembles individual weapons	96.38	2.13	2.13	2.05	8.33
5	Participates in frequent patrols	100.00	2.04	2.04	2.04	10.37
6	Uses map and compass as navigational guides	97.59	2.00	1.99	1.95	12.32
7	Conducts reconnaissance to confirm enemy site locations	97.59	1.99	1.99	1.94	14.26
8	Obtains and reports combat information	93.97	1.98	1.98	1.86	16.12
9	Practices human maintenance procedures	92.77	1.97	1.97	1.83	17.95
10	Performs preventative maintenance on assigned equipment	97.40	1.87	1.87	1.79	19.72
11	Applies remedial action to correct stoppages in weapons	97.19	1.83	1.83	1.79	21.56
12	Assists in establishing ambushes	97.59	1.82	1.82	1.78	23.34

Rank	Task	Percent Performing	Members Performing Percent Time	All Percent Time	Cumulative Percent
13	Prepares, adjusts, and arranges individual equipment to include ammunition in preparation for combat	95.18	1.86	1.77	25.11
14	Employs individual weapons to deliver covering fire	97.59	1.79	1.75	26.86
15	Polices up bivouac areas or patrol bases	95.18	1.77	1.68	28.54
16	Practices camouflage discipline	93.97	1.78	1.67	30.21
17	Assaults enemy positions as required	92.77	1.80	1.67	31.88
18	Participates in airmobile operation	93.97	1.71	1.61	33.49
19	Assumes control of patrol in absence of leader	86.74	1.84	1.60	35.09
20	Obtains and purifies water from lakes and streams	95.18	1.62	1.54	36.63
21	Constructs shelters	84.33	1.78	1.50	38.13
22	Insures adequate supply of radio batteries are on hand and carried	90.36	1.66	1.50	39.63
23	Requests supplies	91.56	1.63	1.49	41.12
24	Administers combat first aid	92.77	1.58	1.47	42.59
25	Operates radio telephone and field telephone equipment	90.36	1.62	1.46	44.05
26	Assists in conduct of patrol rehearsals	92.77	1.55	1.44	45.49
27	Operates observation and listening posts	93.97	1.50	1.41	46.90

<u>Rank</u>	<u>Task</u>	<u>Percent Performing</u>	<u>Members Performing</u>	<u>All Percent Time</u>	<u>Cumulative Percent</u>
28	Uses rope installations to assist in the movement of personnel and equipment over obstacles and difficult terrain	95.18	1.48	1.41	48.31
29	Prepares a personal survival kit prior to engaging in extended operations in enemy territory	90.36	1.56	1.41	49.72
30	Requests indirect fire support	92.77	1.50	1.39	51.11
31	Plans or assists in planning patrol missions	95.18	1.46	1.39	52.50
32	Employs visual signals	92.77	1.49	1.38	53.88
33	Interprets indicators of enemy presence in area	84.33	1.64	1.38	55.26
34	Directs use of fire and movement	85.54	1.61	1.37	56.63
35	Supervises patrol team operational preparation	81.92	1.67	1.37	58.00
36	Submits patrol report	85.54	1.58	1.35	59.35
37	Safeguards classified information and documents	83.13	1.63	1.35	60.70
38	Employs individual protective measures during chemical attack	90.36	1.50	1.35	62.05
39	Directs deployment of patrol members	89.15	1.51	1.35	63.40
40	Checks camouflage practices of patrol members	89.15	1.50	1.34	64.74
41	Requests aerial fire support	93.97	1.42	1.34	66.08

Rank	Task	Percent Performing	Members Performing Percent Time	All Percent Time	Cumulative Percent
42	Recommends sites for establishing observation and listening posts	92.77	1.44	1.34	67.42
43	Selects or assists in selection of patrol routes	90.36	1.48	1.34	68.76
44	Adjusts indirect fire	90.36	1.45	1.31	70.07
45	Engages enemy personnel and equipment with organic weapons	79.51	1.64	1.31	71.38
46	Determines direction by field-expedient means (without a compass)	92.77	1.40	1.30	72.68
47	Briefs replacement personnel	89.15	1.43	1.28	73.96
48	Selects fighting positions	86.74	1.47	1.27	75.23
49	Destroys friendly equipment to prevent its capture	81.92	1.53	1.25	76.48
50	Signals using field-expedient methods (e.g., mirror)	87.95	1.42	1.25	77.73
51	Builds temporary shelters using field-expedient materials.	85.54	1.46	1.25	78.98
52	Performs maintenance on organizational equipment	81.92	1.51	1.23	80.21
53	Constructs and uses field-expedient flotation equipment to assist the crossing of small streams	86.74	1.37	1.19	81.40
54	Selects sites for construction of hasty and deliberate shelters	87.95	1.34	1.18	82.58

Rank	Task	Percent Performing	Members Performing			Cumula- tive Percent
			Percent Time	All Percent Time		
55	Obtains and prepares plants and animals as a source of food	90.36	1.31	1.18	83.76	
56	Assigns fields of fire	84.33	1.39	1.18	84.94	
57	Prepares rough maps, sketches, and overlays	89.15	1.31	1.17	86.11	
58	Assigns fields of fire	83.13	1.38	1.15	87.26	
59	Constructs fighting positions	79.51	1.42	1.13	88.39	
60	Constructs field fortifications and defensive positions	80.72	1.31	1.05	89.44	
61	Carries and prepares demolitions and other type explosives for use	85.54	1.15	.99	90.43	
62	Prepares simple demolitions	84.33	1.06	.89	91.32	
63	Engages targets with Infantry crew-served weapons	66.26	1.33	.88	92.20	
64	Constructs field fortifications	72.28	1.19	.86	93.06	
65	Assists in planning base defense	67.46	1.21	.81	93.87	
66	Applies active and passive defense measures against nuclear weapons	66.26	1.17	.77	94.64	
67	Builds fires without the aid of matches	69.87	.98	.68	95.32	
68	Processes prisoners, documents, and equipment	60.24	1.12	.67	95.99	
69	Emplaces and monitors sensor devices	75.90	.85	.64	96.63	

Rank	Task	Percent Performing	Members Performing		All Percent Time	Cumula- tive Percent
			Percent Time	Time		
70	Prepares vehicle loading plan	55.42	1.03		.57	97.20
71	Assembles, emplaces, detects, disarms, and plots mines, under supervision	60.24		.90	.54	97.74
72	Engages enemy aircraft with organic weapons as required	56.62		.89	.50	98.24
73	Operates motor vehicles as required	61.44		.81	.50	98.74
74	Maintains equipment maintenance records	42.16	1.04		.44	99.18
75	Lays field wire	46.98		.84	.39	99.57

The data analysis for the following four Task Inventories (Unit Commanding Officer, Operations Officer, Communications Platoon Leader, and First Sergeant) differed from that used in the previous four inventories due to the small number of personnel in each sample (e.g., 2 or 3). In the following inventories, the average ranking for each Task was computed and then the inventories were ordered from highest average rank to lowest average rank. Utilizing natural breaks in the average rankings, the inventories were divided into three categories: Above Average Importance, Average Importance, and Below Average Importance. Although this analysis produces a general importance sequence, no significant importance difference should be attributed to Tasks that are adjacent to each other.

MOS 1542 Unit Commanding Officer
N=2

ABOVE AVERAGE

1. Develops concepts of operations for missions to be accomplished by patrol platoons.
2. Monitors operations of patrols.
3. Serves as liaison between operating patrols and the controlling headquarters.
4. Monitors activities of the company operations section during patrol operations.
5. Selects patrol platoons to accomplish missions assigned to the company.
6. Issues operations orders to patrol platoon leaders.
7. Insures effectuation of coordination with units in whose areas patrols are to operate.

AVERAGE

8. Participates in the controlling headquarters' planning for the employment of the company.
9. Coordinates for support required by patrols.
10. Issues warning orders to patrol platoon leaders.

BELOW AVERAGE

11. Serves as leader on missions in which two or more patrol platoons are combined into a single operational force.
12. Issues operations orders to Patrol (Team) Leaders.
13. Supervises patrol planning and preparation.
14. Issues warning orders to Patrol (Team) Leaders.

MOS 2162 Operations Officer
N=2

ABOVE AVERAGE

1. Prepares plans for accomplishment of missions assigned to the company.
2. Operates the company Operations Section as a company tactical operations center during conduct of patrol operations.
3. Insures effectuation of coordination with units in whose areas patrols are to operate.
4. Monitors operations of patrols.

AVERAGE

5. Prepares warning orders for issue to patrol platoon leaders.
6. Prepares operations orders for issue to patrol platoon leaders.
7. Issues warning orders to patrol platoon leaders.
8. Issues operations orders to patrol platoon leaders.
9. Insures patrols are debriefed.
10. Serves as liaison between operating patrols and the controlling headquarters.
11. Participates in the controlling headquarters' planning for the employment of the company.
12. Coordinates for support required by patrols.
13. Supervises patrol planning and preparation.

BELOW AVERAGE

14. Prepares warning orders for issue to patrol leaders.
15. Prepares operations orders for issue to patrol leaders.
16. Issues warning orders to patrol leaders.
17. Issues operations orders to patrol leaders.
18. Assists patrol leaders in planning and preparing for missions.

MOS 11G - First Sergeant
N=3

ABOVE AVERAGE

1. Serves as principal enlisted assistant to Company Commander.
2. Maintains company roster and enlisted status report.
3. Maintains unit personnel strength reports.
4. Advises Company Commander on assigned and present for duty strength of company.
5. Supervises operational and administrative activities of principal enlisted leaders.
6. Advises commander on assignments, reassignments, transfers, promotions, granting of passes, leaves, awards, and punishments.
7. Coordinates unit administration.
8. Monitors activities of enlisted personnel.
9. Briefs enlisted personnel on Company Commander's policies.
10. Orients personnel replacements.

AVERAGE

11. Prepares administrative reports.
12. Supervises preparation of Company correspondence.
13. Forms the Company for muster.
14. Supervises execution of Unit commander's policies and SOP.
15. Inspects troop billets.
16. Coordinates company logistic activities.
17. Supervises maintenance of unit "day room" and other recreational facilities.
18. Coordinates operation of company mess activities.
19. Conducts instruction.
20. Receives reports of personnel present and absent.
21. Reports all unauthorized absences.
22. Forms the Company for drill, ceremonies, and other military formations.
23. Initiates corrective action for all observed discrepancies.
24. Inspects Unit personnel and equipment.
25. Accompanies Company Commander on visits.
26. Inspects unit training.
27. Supervises Company marshaling activities.
28. Conducts NCO call for Company.
29. Supervises setting up of Company command post.
30. Coordinates and supervises activities pertaining to organization and tactical operations.
31. Supervises preparation of equipment for parachute drop.
32. Maintain status reports pertaining to physical fitness of personnel.

33. Greets, briefs, and escorts visitors through area.
34. Inspects unit defenses.
35. Safeguards classified information and equipment.
36. Maintains company manning chart.
37. Supervises Unit preparations for impending operations.
38. Review tables of organization and equipment and tables of allowance.
39. Assists in operation of Unit command posts.

BELOW AVERAGE

40. Coordinates company internal security arrangements.
41. Conducts conferences and classes on administrative and tactical subjects.
42. Schedules tactical and administrative training.
43. Selects bivouac sites.
44. Plans tactical operations.
45. Insures continuous signal communications is maintained with patrols.

MOS 1010 Communications Platoon Leader
N=3

ABOVE AVERAGE

1. Commands assigned communication platoon.
2. Advises the CO on communication equipment capabilities.
3. Controls deployment of platoon.
4. Develops detailed communication plan to support patrol missions.
5. Issues necessary instructions to communication platoon personnel for continuous communication support for committed patrols.

6. Prepares communications estimates.
7. Provides technical assistance to CO.
8. Insures that required maintenance is performed.
9. Directs the security activities of the communications platoon.
10. Briefs platoon members on Commander's policies and SOP.
11. Conducts training for Company communication personnel.
12. Prepares the communication portion of the Company SOP.
13. Supervises execution of communication plan.
14. Selects personnel to man base station sites.
15. Monitors base station activities.
16. Selects those mission essential items of communication equipment that accompanies Airmobile/Air landed/parachute inserted elements of the Company.
17. Insures that adequate communications are available to support all phases of each patrol mission.

AVERAGE

18. Insures platoon personnel are technically proficient.
19. Insures equipment is in operating condition prior to being taken on a mission.
20. Inspects Company communication equipment.
21. Conducts reconnaissance of tentative base station sites.
22. Recommends platoon personnel for promotion, demotion, passes, leaves, awards, and punishments.
23. Establishes communication with other friendly units operating in the area.
24. Establishes standards for members of the platoon.
25. Safeguards classified material and equipment.

26. Maintains communication with all non-Company supporting elements (e.g., fire support, logistical, aircraft).
27. Supervises platoon personnel in performance of duties.
28. Directs the training of the platoon for tactical missions.
29. Directs the organizational activities of the communications platoon.
30. Supervises platoon operations.
31. Orients communication personnel replacements.
32. Insures plans are available for immediate evacuation and/or destruction of equipment.
33. Insures that adequate repair parts, batteries, and necessary equipment are located with the base station.
34. Insures adequate backup equipment is available.
35. Maintains continuous communication between base stations and Company headquarters.
36. Maintains liaison with supporting elements communications officer.

BELOW AVERAGE

37. Prepares and distributes extracts of the S01 and SS1.
38. Participates in Airborne/Airmobile/Air landed operations.
39. Issues a warning and operations order to subordinate leaders.
40. Determines causes for communications failures and initiates appropriate measures to correct deficiencies.
41. Insures authorized communication supplies and equipment are on hand or on requisition.
42. Conducts inspections of Company area, personnel, and equipment.

Task Inventories were prepared on the following three MOS's (05F, 96B, and 97B) and were sent to the three Ranger Companies. However, no Ranger Company returned any completed inventories for these jobs. These inventories are included in this report for reference purposes although it should be noted that, since they have not been responded to by job incumbents, they have not been validated.

Airborne Infantry Ranger Company
MOS 05F

General Duties

Sets up radio teletype or tape relay equipment.

Positions vehicles and equipment.

Operates radio teletype or tape relay equipment
erects antennas.

Installs power generators.

Connects equipment components.

Tests equipment for operational readiness.

Processes incoming and outgoing messages.

Corrects message errors.

Obtains receipt for completed transmissions.

Receives and processes incoming teletype, tape relay messages.

Prepares teletypewriter and tape relay equipment to receive messages
and convert perforated tape into literal copy.

Encodes and decodes messages using cryptographic equipment.

Installs and operates cryptographic devices.

Safeguards classified equipment and material.

Sets up messages in proper format.

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Establishes and posts station logs.

Performs user maintenance on equipment.

Replaces minor parts and makes minor adjustments to equipment.

Operates radio equipment in voice mode.

Supervises operator activities.

Supervises installation of equipment.

Operates net control stations.

Trains operators.

Corrects faulty work practices.

Checks operational logs.

Maintains maintenance schedules.

Checks station files.

Requests supplies.

Prepares reports.

Advises CO on material readiness of equipment.

Prepares training program.

Indoctrinates replacements.

Inspects personnel and equipment, notes discrepancies, and initiates corrective measures.

Advises CO on communication procedures and requirements.

Forms unit for formations.

Inspects unit personnel and equipment prior to participating in air landed/airborne operations.

Selects personnel for operational missions.

Participates in air landed/airborne or airmobile operations.

Orients personnel on commander's policies and Company SOP.

Selects base station sites.

Operates base stations 24 hours a day.

Checks adequacy of repair parts, batteries, and equipment for operation of base sites.

Conducts reconnaissance of tentative base station sites.

Issues field orders to base station personnel, based on communication officers/platoon sergeants warning and operation orders.

Develops equipment evacuation and/or destruction plan.

Secures all messages and logs.

Provides information to debriefing officer.

Maintains equipment maintenance records.

Airborne Infantry Ranger Company
MOS 96B

General Duties

- Assists in collecting, analyzing, integrating, and disseminating intelligence information.
- Collects intelligence reports.
- Logs intelligence information.
- Isolates items of military intelligence value.
- Studies items of information for reliability.
- Estimates relevance of items of information.
- Determines significance of items of information.
- Determines use of intelligence data.
- Prepares distribution list of intelligence data.
- Maintains file of intelligence data and information on enemy units and personalities.
- Coordinates with technical intelligence personnel to facilitate flow of data.
- Exchanges technical intelligence information with intelligence agencies.
- Prepares reports on captured material.
- Maintains order of battle situation maps.
- Provides current information concerning identification, disposition, and operations of enemy and friendly troop units or organizations.
- Prepares consolidated intelligence reports of map overlays, aerial photographs, order of battle and technical and special types of intelligence information.
- Compiles information for use in area studies.
- Safeguards classified information, material, and equipment.
- Recommends security measures for safeguarding classified matters.

Edits intelligence reports.

Provides data from intelligence reports for consolidation into military intelligence reports.

Edits communications slated for broadcast or publication.

Supervises subordinate personnel.

Assigns duties to subordinates.

Programs work load.

Assists staff officers in continuous appraisal of intelligence, operations, and training.

Collects and distributes reports pertaining to intelligence, operations, and training.

Serves as principal noncommissioned officer of intelligence company or comparable unit.

Advises subordinates on commander's policies and unit SOP.

Advises commander on matters pertaining to troop welfare.

Indoctrinates replacements.

Schedules training.

Conducts formal training of replacements.

Assists in inspection of unit area.

Initiates corrective action for noted discrepancies.

Prepares tabular and graphic reports.

Airborne Infantry Ranger Company
MOS 97B

General Duties

Conducts counterintelligence surveys.

Conducts investigations to detect and prevent threats to National security.

Reviews assignment instructions and other reports to secure background data.

Interviews, interrogates, briefs and debriefs informants, witnesses, suspects, prisoners, and other agents to confirm or develop information.

Evaluates intelligence information and its source.

Compiles collected information.

Prepares reports.

Conducts security surveys.

Inspects installation security procedures.

Recommends measures designed to improve security.

Presents security indoctrination programs.

Assists command and staff officers in continuous appraisal of intelligence operations.

Assists in continuous appraisal of training situations for CI units.

Compiles intelligence material.

Prepares and distributes material pertaining to intelligence operations and training.

Appears as a witness in civil and military courts.

Sets up recording and monitoring equipment.

Conducts investigative surveillance.

Uses specialized techniques and equipment.

Conducts CI raids.

Supervises subordinates.

Prepares correspondence.

Prepares charts and graphs.

Plans intelligence operations for subordinates.

Schedules training activities for subordinates.

Selects bivouac areas.

Performs user maintenance on assigned equipment.

Requisitions supplies.

Supervises unit administration.

Supervises unit mess activities.

Serves as principal noncommissioned officer of MI security company.

Advises CO on troop welfare.

Indoctrinates replacements on CO policies and Unit SOP.

Forms unit for training.

Schedules training.

Inspects Unit area.

Initiates corrective action for discrepancies noted during inspection.

Briefs subordinate personnel on forthcoming tasks.

Disseminates orders and items of information to subordinates.

Instructs subordinates on organization, mission, and tactics of friendly and enemy intelligence units.

Conducts security clearance investigations.

Safeguards classified information, equipment, and material.

Safeguards evidence material.

Assists in preparation of area studies.

Instructs subordinates on methods and practices of saboteurs, foreign agents, and subversives.

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20. ABSTRACT (Continue on reverse side if necessary and identify by block number) This report describes a research project that was accomplished by HumRRO to aid in the revision of the Ranger Course, USAIS. Three types of research instruments were used to gather information. One type of questionnaire was developed to determine the current utilization of Ranger Course graduates in USAIS maneuver battalions. A second questionnaire was prepared to determine the attitudes and general orientation of key personnel serving in the three currently existing Ranger Companies. The third type (continued)		

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(20.) (continued)

of data collection instrument concerned the development of detailed job-oriented Task Inventories for a number of job (MOS's) specified in the Ranger Company Table of Organization and Equipment. The detailed results of each data collection instrument is discussed separately, in this report.

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